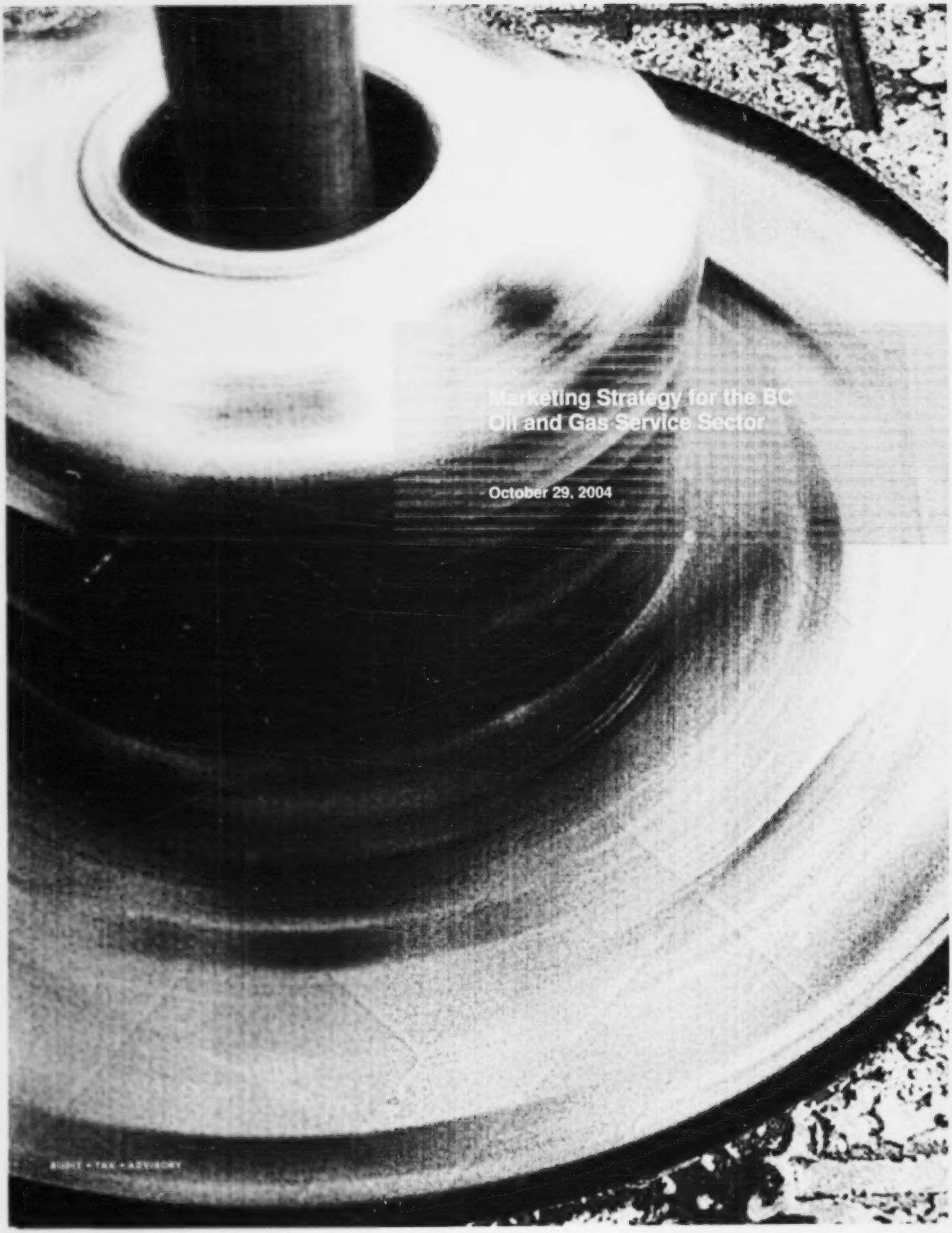

# Marketing Strategy for the BC Oil and Gas Service Sector

October 29, 2004

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November 5, 2004

Dear Trent

**Marketing Strategy for the BC Oil and Gas Service Sector**

Enclosed are three copies of the final version of the Marketing Strategy for the BC Oil and Gas Service Sector; we are also sending you an electronic version of the report. We now consider that this engagement is complete.

It has been a pleasure working with you and your team on this project, and we look forward to being of service again in the near future.

Yours very truly

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# 1. EXECUTIVE SUMMARY

## A. Background and Current Situation

The British Columbia (BC) oil and gas service sector (the service sector) is engaged with the BC Ministry of Energy and Mines (MEM) to develop and implement plans to enhance the competitiveness of oil and gas service providers (LSP) in Northeast BC. In its service sector strategy MEM agreed to provide one-time funding to develop a marketing strategy for the oil and gas sector. This marketing strategy is the result of that commitment.

It is difficult to develop a strategy that will meet the needs of all suppliers in a sector. This strategy is directed at small to medium-sized companies with limited resources to develop a plan, and a willingness to adopt a marketing approach to improve their business. Suppliers in the sector that have developed and are implementing their own marketing plans may find this document a resource tool to enhance elements of their own plans. The strategy also outlines the potential role of associations in Northeast BC that represent the service sector. It links their marketing activities with the activities of individual service providers.

Local service providers include companies in a wide range of businesses such as drilling support, transportation, health and safety services, and construction. Discussions with industry and government representatives indicate that these businesses are not achieving their full market potential, and that out of province providers currently capture over 50 percent market share.

LSP face a number of issues that have a direct impact on their competitive position:

- The companies often have new or developing relationships with customers in Alberta, compared to often long established relationships between Alberta suppliers and these same customers.
- Being away from customers in Alberta can make it difficult for BC companies to identify and gain access to the individuals who make the purchasing decisions in customer organizations.
- Adequate resources such as labour, goods, equipment and services are not always available in Northeast BC to meet customer demand.
- Out of province companies can readily move resources to BC from Alberta.
- There is a lack of marketing expertise in some local service companies.
- Some operating and qualification standards are different in Alberta and BC resulting in issues when Alberta customers specify Alberta standards and LSP have only BC certifications.

The outcomes of the research and analysis conducted resulted in recommendations for the service sector as a whole, for associations and for individual companies.

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## B. Recommendations for all Participants in the Service Sector

Both individual companies and associations should consider the following recommendations:

- Segment the oil and gas market because service needs and procurement behaviour vary by customer type. Customer segments differ, for example, with regard to preferences for service bundles, price sensitivity, seasonal variations in procurement or the role of field staff in making purchasing decisions.
- The service sector should use comparative advantages over OSP in all marketing aspects: local expertise, being part of the local business community, service quality and availability, flexibility, certain cost advantages, the potential to offer special value-added services and First Nations relationships.
- Focus on resolving high-priority issues that directly impact the service sector's competitiveness. For example, identify decision-makers at customer organizations in Calgary and begin to build relationships with them. In addition, work cooperatively at all industry levels: individual companies, associations and governments to leverage joint activities and gain access to target groups.

## C. Recommendations for Associations

- Service sector associations should continue to support local service providers, particularly small and medium sized companies. This support could include encouraging active involvement in the association and participation in group efforts to increase the sector's competitive position.
- Associations should educate LSP on how to develop opportunities based on the BC Government's Summer Drilling Incentive Program.
- Associations should identify services that can be provided by local companies, but are currently provided by out of province businesses. The association could then bring together similar companies and assist them to jointly market their services.
- Local businesses and associations could jointly collect market information that could be shared among members.
- Associations should engage governments to ensure that training and attraction initiatives in Northeast BC support the development of the service offering of the sector.
- Associations should look to work with government to minimize the impacts of taxes and regulations on the competitive position of the sector, as well as identifying new ways to minimize exploration and production costs for oil and gas.
- Associations should encourage government to continue initiatives such as trade missions to Alberta or discussions with producer associations. On a local level, associations should organize events that will bring together key people such as

well site consultants and other potential customers that may be difficult for individual companies to access.

- Associations should consider an initiative to brand the BC based oil and gas service sector; and apply for government support or endorsement of the brand. This initiative could be expanded to include BC specific marketing literature for target segments.
- Local associations are more likely than individual companies to be able to attract media attention. The associations should cultivate media contacts, which would result in more media coverage and increased profile for the sector.
- All the relevant associations should work together to develop one electronic directory for the BC based oil and gas service sector. The directory should include information such as capacity and regional activity; it should have good search functionality and produce user-friendly reports.
- Associations could support LSP through shared resources that provide qualification and certification services for businesses.
- Associations should collaborate with the BC government to achieve mutual recognition of qualification and certification standards between BC and Alberta.

## D. Recommendations for Individual Companies

- Companies that want to sustain their current level of business should focus on developing repeat business with existing customers, exploit business opportunities to utilize existing capacity and match their business skills with existing customers' requirements.
- Companies that want to grow their business should focus on developing new relationships outside their current customer base while increasing their operational efficiency and capacity and developing or acquiring new skills.
- All companies should develop a detailed understanding of target customer segments and individual target companies. They should learn about the procurement decision-making process in target customers and tailor their marketing activities to the needs and preferences of target customers.
- LSP should actively develop long term business relationships with Alberta based customers. This could involve establishing a representative in Alberta or regular visits to the location where decisions are made to obtain an initial piece of business. They should focus on results and provide exemplary service on a recurring basis.
- Businesses should be prepared for the opportunity when established out of province suppliers cannot deliver and then perform to meet or exceed customer expectations ("moment of truth"). Therefore, LSP should fulfill pre-qualification requirements such as the signing of Master Service Agreements and providing associated documentation.
- LSP should increase their marketing efforts at the local level for smaller short-term purchases, and at head offices for long-term, large volume business. In

addition they should consider working with other local providers or out of province providers that have proven access to target customers.

- Companies should revise their service offering to better address customer needs. They should identify a core area of business in which they have well developed expertise, and build other services around the core to develop a service bundle. LSP should consider cooperating with other suppliers, both local and out of province, to develop the most attractive service bundle. They should also scan the market for opportunities to provide services that LSP currently do not offer.
- LSP must demonstrate their interest in developing long-term customer relationships through pricing at market levels. They should focus on managing costs to increase profitability and to provide the opportunity of always being able to offer a competitive price.
- Companies should focus their marketing efforts on activities that enhance their visibility and support the development of long-term relationships with customers, for example, participating in trade missions, listing in company directories and the use of websites. Marketing materials such as brochures, business cards and booth posters should have a consistent and clear message as well as a professional look and feel.

Implementing many of these recommendations should support LSP and associations in their efforts to enhance the competitive position and to make the local service sector the provider of choice in Northeast BC.

## 2. INTRODUCTION

Northeast British Columbia (BC) is rich in oil and gas, and is home to many businesses, First Nations and other communities that contribute to finding, extracting and processing these natural resources on a daily basis.

Most of the oil and gas companies ("O&G") that pursue opportunities in BC are headquartered in Calgary. Many are already active in Northwest Alberta and consider BC a geographic extension of their business opportunity.

O&G rely on hundreds of services to help them achieve their objectives. As can be expected in mature industries, established business relationships with service providers exist. Success stories of BC-based oil and gas service providers ("local service providers" or "LSP") show that the oil and gas service sector, while still emerging, is capturing an increasing share of the business.

LSP are competing with out of province service providers ("OSP"), typically based in Alberta and with strong ties to the O&G. Because of this situation, LSP often find it challenging to gain attention from O&G and secure a share of their business. While a marketing strategy is certainly not the only success factor, it can assist LSP to take a fresh look at the environment and provide guidance for their marketing activities.

It is difficult to develop a strategy that will meet the needs of all suppliers in a sector. This strategy is directed at small to medium sized companies with limited resources to develop a plan, and a willingness to adopt a marketing approach to improve their business. Suppliers in the sector that have developed and are implementing their own marketing plans may find this document a resource tool to enhance elements of their own plans.

The marketing strategy developed in this document will help service companies to:

- Take a systematic look at their customers and markets
- Assess their own situation and capabilities
- Develop distinct actions to market their services

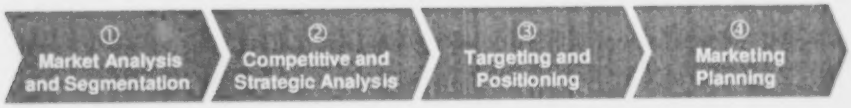
The strategy also outlines the potential role of associations in Northeast BC representing the service sector. It links their marketing activities with the activities of individual service providers. The service sector was represented in the development of the marketing strategy by the following associations:

- Northern Society of Oilfield Contractors and Service Firms (NSOCSF)
- Northeast Aboriginal Business Centre (NEABC)
- Fort Nelson Chamber of Commerce (FNCOC)

Additional details on specific aspects of the strategy are provided in the appendices.

## 3. MARKETING STRATEGY

A marketing strategy for the BC oil and gas service sector consists of four parts:


① Market Analysis and Segmentation
② Competitive and Strategic Analysis
③ Targeting and Positioning
④ Marketing Planning

### A. Market Analysis and Segmentation

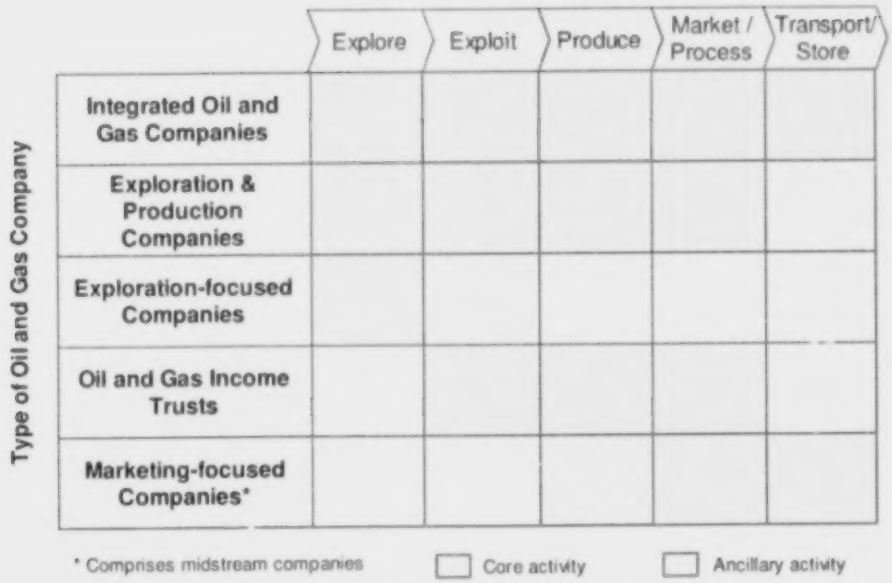
This market analysis takes into consideration both customers of oil and gas services (demand side) and providers of such services (supply side), mainly in the upstream part of the industry.[1]

#### a) Oil and Gas Services Customers

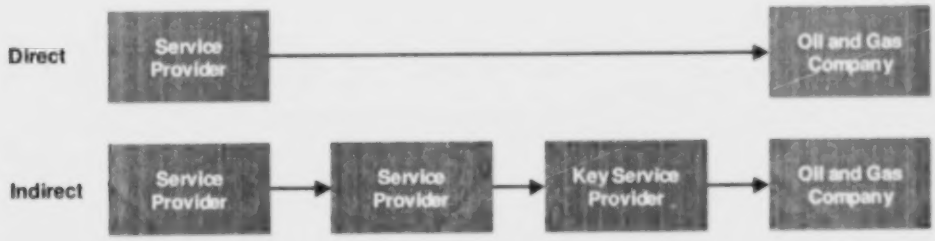
Some oil and gas companies (O&G) do everything from exploration to marketing, others specialize in one or a few activities. Some O&G perform many of the activities themselves ("make"), while others rely heavily on support from third parties ("buy").

This marketing strategy distinguishes five types of O&G according to their focus of activity along the oil and gas value chain:

[1] This analysis uses a general industry framework as a basis for referencing customers and suppliers to the services that are required along the oil and gas value chain. For details on this framework and definitions of O&G types, refer to APPENDIX 1.




Besides oil and gas companies, there is a second group of customers for oil and gas services: oil and gas service providers. This is because oil and gas companies outsource activities to service providers. The more complex these outsourced services (for example, drilling or seismic surveys), the more services these companies tend to require. Therefore, oil and gas service providers should not only think of a direct approach to oil and gas companies, but also consider an indirect approach through other oil and gas service providers, including key service providers.




LSP should determine an O&G's preference for sourcing. If the O&G prefers to source indirectly, LSP marketing efforts should primarily target their preferred service providers.

**b) Oil and Gas Services Providers**

This marketing strategy differentiates between primary and secondary oil and gas services. Primary services are those that are more likely to be procured directly by an

O&G, while secondary services are typically procured directly by O&G as well as by other service providers.

There are a few key service providers that are likely to procure many secondary services (and some other primary services) for their own business or on behalf of an O&G:

- Field Management Services[2]
- Geological/Geophysical (Seismic) Services
- Drilling Services

Therefore, key service providers play an important dual role both on the supply side of oil and gas services as well as on the demand side.

Industry participants estimate that over half of all oil and gas service sector expenditures in BC are made to suppliers from outside BC.[3] EnCana reports that it spends nearly 60 percent with suppliers from outside. The rationale provided by EnCana is that specialized equipment and services are not available from local sources, such as line

[2] Field management services are provided by consulting firms or individual consultants who are involved in field supervision of location construction, drilling operations, completion operations, pipeline and facility construction. Typically, they also provide project management services that can involve turn-key solutions, including the procurement of all services needed on a lease during exploration, exploitation, production and thereafter.

[3] LSP estimate that between 30 and 50 percent of the business generated in BC is performed by OSP. This share can be higher in certain areas, for example it is estimated that up to 80 percent of oil and gas services in the South Peace region are provided by OSP (source: Interviews conducted at 2004 BC Oil and Gas Conference in Fort Nelson, KPMG, 2004)

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pipe/tubulars or compression packages.[4] There seems to be a consensus in the industry that the local market share will rise as the oil and gas industry in BC matures. By re-directing their marketing approach and activities, LSP should be able to increase their local market share in the near term.

### c) Market Segments

The objective of market segmentation is to identify meaningful segments so that marketing activities directed at these segments are more effective than if they had been directed to all customers alike. Market segmentation tries to identify distinct behaviour in customer groups.

This marketing strategy uses "customer needs" as the primary criterion for segmenting the oil and gas services market. Consideration of the focus of activity along the oil and gas value chain helps a service provider answer the foremost question: What can I do for this customer? It projects the service provider's offering and capabilities onto a customer's specific needs.

In a next segmentation step, the service provider can use additional information, such as "customer size", to further improve the effectiveness of marketing and selling to the customers in a particular market segment.

The following figure shows nine market segments, which cross all sizes of companies. The market segments represent the various types of oil and gas companies, as well as oil and gas service providers.

| Customer Groups | Needs related to / Size | Large | Medium | Small |
|---|---|---|---|---|
| **Integrated O&G** | All activities | **Market Segment 1** | | |
| **Exploration & Product. O&G** | All activities (no store/move) | **Market Segment 2** | | |
| **Exploration-focused O&G** | Explore | **Market Segment 3** | | |
| **Oil and Gas Income Trust** | Produce | **Market Segment 4** | | |
| **Marketing-focused O&G** | Market, store and move | **Market Segment 5** | | |
| **Field Mgt Company** | All activities | **Market Segment 6** | | |
| **Drilling Company** | Explore and exploit | **Market Segment 7** | | |
| **Seismic Company** | Explore | **Market Segment 8** | | |
| **Other Service Providers** | Various activities | **Market Segment 9** | | |

[4] Presentation at the 2004 BC Oil and Gas Conference in Fort Nelson: "Local Service Sector Investment", EnCana, 2004

## B. Competitive and Strategic Analysis

This section concentrates on competitive aspects of the supply side of the industry. It describes comparative advantages that LSP can use to overcome market barriers and compete effectively.

### a) Know the Comparative Advantage

LSP need to know their comparative advantages and disadvantages relative to OSP. LSP should use comparative advantages to offset any disadvantages. It is important that LSP consistently communicate their advantages to reinforce a positive image with their oil and gas customers.

| LSP – Comparative Advantages |
| --- |
| **Local Expertise**: LSP are located near where the customer's needs are to be satisfied. LSP know the geography, infrastructure, climate and weather, culture and other particularities of the area. They understand geographic directions to, for example, find a location in an unmapped area. |
| **Business Community**: LSP are part of the local business community and supply network and know who provides particular products or services. Therefore, they can usually be more effective and efficient at providing services that may rely on input, services and goods from other local companies. |
| **Service Quality**: LSP can offer higher service levels because they have an established base with an office, workshop, or storage facility in the area where their customers are located. They can satisfy customer needs immediately and can respond to customer complaints effectively. They can also address emergencies and critical situations on well sites more quickly. |
| **Flexibility**: LSP are open for business. They require no or short setup times. LSP are more readily available to provide required services. They can react quickly to changing customer needs and requests. To a certain extent, LSP can adjust their capacity quickly by engaging local subcontractors with whom they have established relationships. |
| **Cost Advantages**: Transportation costs incurred in providing a service or delivering goods are usually lower than for OSP. In addition, if customers factored potential time savings (travel time, shipping time) into their calculations, they may realize that they can benefit from significant cost advantages by sourcing locally. This would hold true even if, after tax, LSP charge higher prices than OSP. |
| **Value-Added Services**: LSP may be able to add services to their core service offering that cannot be matched by OSP. The value added can compensate for nominally higher prices of the core service and become a source of additional revenues. For example, a local construction business could offer customers a service to temporarily store equipment on its property; a machinery rental business could offer in-field service and maintenance contracts. |
| **First Nations Relationships**: LSP know their area's First Nations and/or are First Nations businesses. Therefore, they can provide better access to relevant First Nations authorities, businesses and individuals. |
| **Knowledge of BC Regulations**: LSP have better knowledge of the specific BC requirements affecting their services. This knowledge can help customers avoid mistakes potentially leading to penalties and delays. |

| LSP – Comparative Disadvantages |
|---|
| **Limited knowledge of customers**: LSP may not always know or may have a limited view of their customers. Marketing and sales require more effort when targets are not well defined. OSP have historically established customer relationships and rely on repeat business. LSP often have not developed similar relationships. |
| **Limited access to skills and resources**: LSP have limited access to specialized skills and resources (such as equipment) necessary to create and market the required services. Because of the larger size and greater maturity of their local markets, OSP have reliable access to a much larger and scalable resource pool. This pool includes resources to fulfill demanding pre-qualification requirements, such as master service agreements. |
| **Compliance with local regulations**: LSP must comply with local rules and regulations. OSP are reported to manage around these standards. Consequently LSP may be at a disadvantage where pricing is the dominant factor in making procurement decisions. |

### b) Address Market Barriers

Although LSP have comparative advantages, market barriers may prevent the successful deployment of those advantages to enter the market and/or to obtain more business from customers.

| Issues that have a direct impact on LSP competitiveness | Issues that impact LSP and OSP equally |
|---|---|
| ▪ Unavailability of adequate resources (labour, goods, equipment, services) and insufficient capacity<br>▪ Proximity to Alberta makes it easy for OSP to move resources to BC<br>▪ LSP don't have the same strong relationships with customers in Calgary as OSP often do<br>▪ It is more difficult for LSP to access decision-makers<br>▪ Lack of marketing expertise<br>▪ Lack of timely market intelligence<br>▪ Lack of recognition of qualification standards between Alberta and BC | ▪ Unfavorable terrain preventing or impeding year round activities<br>▪ Inadequate infrastructure, especially roads<br>▪ Administrative hurdles and delays in drilling projects<br>▪ Taxation system and business regulations in BC that are complicated and less attractive than in Alberta (not a competitive issue as long as LSP and OSP are subject to the same regulations)<br>▪ First Nations interests make access to land more complicated or costly |

Not all barriers impact LSP competitiveness, but rather affect the whole industry in BC. For instance, the infrastructure in Northeastern BC is the same for all players in the oil and gas industry in the region. Neither LSP nor OSP can use infrastructure to gain competitive advantage, however LSP can address most issues:

- **Adjust their business approach** and pro-actively deal with controllable issues that impact LSP competitiveness (for example, identify ways to gain access to

decision-makers, implement initiatives to build relationships with customers in Calgary)

- **Focus on availability of services** and emphasize LSB comparative advantages which should result in changing customer perceptions.
- **Actively participate in** industry associations that place a high priority on issues that impact LSP competitiveness such as mutual recognition of standards/certificates between Alberta and BC, or the enforcement of rules for all service providers.

### c) Compete Effectively

The entire oil and gas service sector in BC appears to be in growth mode, however there is a general sentiment, particularly among companies in sustain mode that OSP take business away from LSP. LSP need to determine whether they want to sustain or grow their business and take this into consideration when revising their approach to compete. Sustain and growth strategies differ with regard to the management of business relationships, resources (capacity) and skills. The differences are described in the following table:[5]

| | Sustain Strategy | Growth Strategy |
|---|---|---|
| **Relationships** | ▪ Focus on repeat business within existing customer base<br>▪ Selectively target new customers | ▪ Maintain existing customer base<br>▪ Actively pursue opportunities outside existing customer base |
| **Resources (Capacity)** | ▪ Exploit business opportunities to utilize existing capacity<br>▪ Consider capacity reduction to ensure profitability | ▪ Aim for efficiencies to do more business with existing capacity<br>▪ Expand capacity through internal growth or partnerships |
| **Skills** | ▪ Develop or buy basic skills to satisfy customer needs and business requirements<br>▪ Complement skills with selected partnerships | ▪ Develop or buy advanced business development skills<br>▪ Seek strategic partnerships with other service providers and customers |

## C. Targeting and Positioning

The nine market segments identified in section A. c) can be further condensed, since some have very similar needs. As shown in the following figure, there are five potential target segments for LSP.[6]

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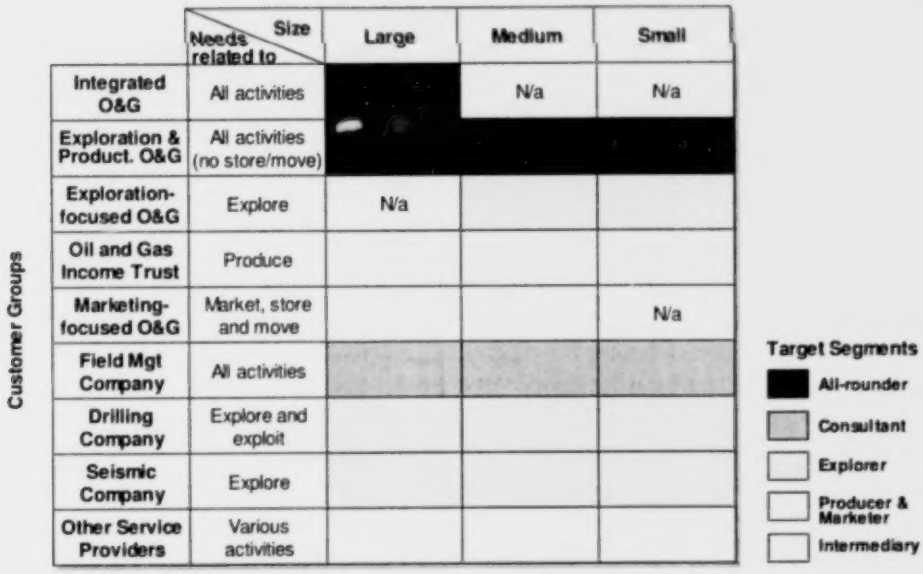
[5] For a more detailed discussion, refer to APPENDIX 2.

[6] For a description of the target segments refer to APPENDIX 3. For successful marketing, the LSP should also take into consideration organizational buying behaviour (see APPENDIX 4).




The benefit of differentiating between target segments is that LSP can tailor their marketing approach to customer needs and preferences. LSP should focus their marketing activities on those target segments that promise the highest return.

### a) Procurement Characteristics of Target Segments

Besides differences in the type and scope of services that they procure, the target segments show differences in procurement characteristics: [7]

**All-rounders** require almost every service, but they do not always source directly from service providers. **Smaller all-rounders** have a clear preference for buying services rather than doing everything themselves. They tend to outsource the purchasing function to consultants or other service providers (for example drilling companies) which procure entire service bundles on their behalf. Some small all-rounders may only set procurement rules for consultants. However, if they have engineering, operations or drilling departments, these departments may exert considerable influence in the decision-making process. Small all-rounders maintain long-term relationships with a very limited number of service providers, and even large jobs may then be sourced from one preferred provider. In supplier selection, price and experience rank very high. Small all-rounders are rather price-sensitive and ask that their suppliers take a long-term orientation in their approach to pricing.

[7] The description of procurement characteristics is based on a series of in-depth interviews that KPMG conducted with oil and gas services customers in September/October 2004. Companies were selected from the list of oil and gas services customers that are currently active in BC.

**Larger all-rounders** tend to keep the procurement function in-house. They have retained many capabilities within their organizations and when they buy, they prefer to buy service bundles. Large all-rounders tend to apply leading practices in strategic sourcing, such as pre-qualification of service providers through master service agreements (MSA), formalized procurement methods or the development of strategic supplier relationships. With a few exceptions, procurement processes are not very transparent to observers outside the company. Although some companies maintain extensive lists of pre-qualified suppliers, they prefer to do business in long-lasting relationships where sole sourcing is common practice. The most important sourcing decisions are always made at the company head office. The role of the company's own field staff or consultants is to assist in supplier selection, and to procure services that are needed at short notice and/or are of lower value. While price is still important, safety and experience rank very high in making sourcing decisions.

**Explorers** concentrate on their core capabilities and therefore clearly prefer buying services in bundles. Supplier selection is based mainly on price, quality and safety; safety is a paramount concern. Explorers have preferred service providers and some apply pre-qualification processes. Head office staff responsible for a project make purchasing decisions. If consultants are used for procurement, they are given some guidance on how to proceed.

**Producers and Marketers** have an ongoing, operations-driven business, unless processing plants or pipelines are built. The role of operations departments in the procurement process is often dominant. Day-to-day procurement decisions are usually made locally by well site, plant and pipeline operations managers. Larger companies with significant local operations have local procurement staff. Operations, engineering and procurement departments at company head office on the national or international level are typically involved with high volume, high value purchases of a strategic nature. Procurement does not follow the winter drilling cycle.

**Consultants** do not show a preference for buying service bundles. Their responsibilities in the procurement of services depend on their customers. Large customers tend to seek advice but procure their own goods and services. Smaller customers are more likely to depend on consultants for procurement. In cases where consultants are responsible for procurement, the availability of a service in the location where it is needed is critical in making purchasing decisions. Consulting firms with Head office and field operations vary their approaches to sourcing, depending on the project requirements. In general, Head office staff tend to be actively involved and apply competitive methods involving lists of established suppliers.

**Intermediaries:** This segment is too heterogeneous to make generalizations about procurement behaviour. Service Providers that want to target companies in this segment should use "size" as an indicator for their procurement behaviour.

The analysis of procurement characteristics shows that size of a customer organization has an impact on its procurement pattern. Large organizations tend to take a more formalized approach to procurement, such as pre-qualification through MSA. Due to their size, they depend less on buying services and selectively use the capabilities they have in-house. The procurement function plays an important role in decision-making. Many procurement decisions are made at the head office, although these businesses have decentralized structures. Large customers prefer to source from large service providers and even look at international sources. While price is still important, other factors, especially safety and experience, also rank highly.

Small and large customer organizations do not show differences with regard to their preference to procure from companies where they have long-term relationships, which gives them the comfort to reduce the number of suppliers and sole source purchases. Both small and large customers maintain alternative supply sources and claim to be susceptible to marketing activities by Service Providers in the location where customer head offices are located.

### b) Positioning and Marketing Objectives

LSP should position their business along five dimensions.[8] The first dimension is relationship orientation; the other four dimensions are related to marketing instruments as described in the marketing plan. In order to successfully position their business, LSP need to determine their customers' preferences, and target their marketing approach accordingly. The following tables summarize the target positions and associated marketing objectives.[9]

| | LSP Target Position |
|---|---|
| **Relationship Orientation** | ▪ Customers suggest that LSP change their attitude towards customers, and show their target segments that they are genuinely interested in moving from a transactional to a relationship-oriented business approach.<br>▪ LSP need to accept that customers have a choice to purchase from OSP or LSP and will often give preference to the supplier with whom they have established the best business relationship.<br>▪ LSP should position themselves as the trustworthy, experienced local alternative to OSP. They should employ all comparative advantages in their interaction with customers so that customers are willing to buy from them for the advantages they see. LSP should also be prepared to step in when OSP cannot deliver.<br>▪ LSP must be ready for the "moment of truth" when they have the opportunity to demonstrate to their customers that they can perform to expectations and that it is preferable to employ local businesses. |

[8] For some special considerations of positioning a First Nations business, refer to APPENDIX 5.

[9] For a detailed discussion of positioning the LSP business along the five dimensions, refer to APPENDIX 6.

| | |
|---|---|
| **Services (Product Marketing)** | ▪ LSP should have a well defined and recognized service profile that underlines their experience in at least one core area.<br>▪ LSP should be able to offer meaningful service bundles to target segments that prefer bundles. The services can be combined by use of internal and external sources.<br>▪ Regardless of size, LSP should consider co-operation with other LSP and also with OSP to create a more attractive offering. |
| **Pricing for Services** | ▪ LSP should achieve a price level that, before taxes, is similar to OSP; LSP should be able to submit a sufficiently strong service offering (using comparative advantages) so that potentially higher prices are acceptable to customers.<br>▪ Within limits that do not hurt the sector's image, LSP could practice price differentiation between target segments and customers, depending on their price sensitivity.<br>▪ LSP could also differentiate prices for transactional versus relationship-based business (transactional business tends to be more urgent and customers are willing to pay higher prices). |
| **Marketing Communication** | ▪ LSP should attempt to gain the same access to customers as OSP in order to place their marketing communication messages.<br>▪ LSP should communicate with customers in a neutral to positive environment where the LSP message is heard and understood. |
| **Sales Channels and Contracts** | ▪ LSP should actively market services to head offices in Calgary, either alone or with partners and should use contacts in Calgary as a point of entry for larger deals.<br>▪ LSP should market services to the local customer representatives with a focus on smaller, short-term deals.<br>▪ LSP should actively look for indirect sales channels, such as other LSP (or even OSP) with better customer access. |

| LSP Marketing Objectives | |
|---|---|
| **Relationship Orientation** | ▪ Increase efforts to change attitudes of customers in Calgary so that they perceive LSP as being genuinely interested in building lasting relationships.<br>▪ Make decision-makers in Calgary and in the field aware of locally available capabilities and resources that offer comparative advantages over resources brought into the province. |
| **Services (Product Marketing)** | ▪ Revise service offering to eliminate low-value adding aspects of the service offered.<br>▪ Extend service offering through value-added services or meaningful extensions.<br>▪ Create meaningful service bundles that are difficult for OSP to match because they do not have the same access to local business resources in BC.<br>▪ Scan the market for opportunities to offer services that are in high demand |

| | |
|---|---|
| | but cannot or currently are not satisfied with local resources.<br>▪ To better level out seasonal fluctuations in the oil and gas business, actively develop additional opportunities to use equipment, facilities and staff, such as infrastructure improvement projects, general construction, forestry or mining. |
| **Pricing for Services** | ▪ Explain prices for a service; make sure that customers are made aware of the comparative advantage of local offering over and above price.<br>▪ Move away from a short-term, transaction-based business and pricing approach.<br>▪ Create new opportunities in relationship-based business through pricing that customers consider adequate. |
| **Marketing Communication** | ▪ Review and align marketing communication approach for individual LSP, associations and governments. Messages should emphasize comparative advantages, be truly positive and convey a position of strength. They should further emphasize attributes of the LSP service offering that are relevant to the target segments.<br>▪ Increase and focus marketing promotion activities in Calgary and in media that is noticed in Calgary.<br>▪ Make efforts to obtain more media presence and better coverage of positive messages, including success stories.<br>▪ Approach the BC government to leverage LSP messages in interactions with the Alberta government, oil and gas companies and their associations. |
| **Sales Channels and Contracts** | ▪ Gain full information on target segments and individual target companies: know about their needs, their situation in BC and general procurement requirements.<br>▪ Obtain pre-qualification with all target customers; where applicable sign MSA and get proper certificates.<br>▪ Increase efforts to systematically address headquarters in Calgary in all relevant organizational areas.<br>▪ Ensure that the service offering is strong and supported by good marketing communication.<br>▪ Team up with other LSP and work with associations and develop tactics to involve consultants on well sites in the local business community (for example joint visits on-site, special events for consultants). |

## D. Marketing Planning

This section includes a marketing plan that specifies the use of marketing instruments: service (product) management, pricing, marketing communications (promotion) and marketing channels/contracts. The marketing plan takes into consideration different sizes of LSP and ties together marketing activities at all levels of the service sector.[10] The time line for the marketing plan is a three-year period, starting November 2004.

### a) Services or Product Marketing

Services or Product Marketing is a core competency of a business, therefore, most of the marketing work recommended in this plan can be performed by the LSP.

*Local Service Provider Activities*

LSP should systematically review their service offering and assess the extent to which the offering satisfies customer needs. This analysis should involve all staff who deal with customers and include service feedback interviews with customers. Companies should also look at competitors among LSP and OSP to identify potential improvement areas and ideas for changes to their service offering. A culture of continuous improvement is a leading practice in successful service providers. The service review should create insights into:

- High-value adding components of a service that should be provided
- Low-value adding components of a service that could be dropped
- Market opportunities for new services that would fit in with the LSP business
- The potential for bundling own services with new or other existing services
- Seasonal aspects of service provisioning (extension of service period)

LSP should start their review immediately. The busy season offers the opportunity to observe the market and implement new approaches, while managing the risks associated with change. At the close of the busy season, the organizational and financial requirements of intended changes should be assessed. Revised service offerings should be well developed and implemented before the 2005/2006 busy season starts. This should give enough lead-time to find, where required, the right partners and to adjust other marketing instruments (pricing, promotion, channels).

Service offering reviews should become part of a regular marketing routine. Employees should be encouraged to share their ideas and service feedback interviews with customers should be carried out. This approach will improve service management, customer relations and employee commitment. The LSP should communicate all service offering adjustments to the market.

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[10] Refer to APPENDIX 7 for more details on the role of associations and governments.

*Working with Associations and Governments*

Associations could assist LSP with service reviews and bring LSP in similar market positions together to jointly work on their marketing approach, for example in workshops. Associations could also probe regional markets to identify key services that are missing locally and are provided by OSP.

Associations should educate LSP on the potential benefits of the BC Government's Summer Drilling Incentive Program. This program provides the opportunity to work year round, which is usually associated with better capital utilization, retaining of qualified key personnel and stronger customer relations.

As in the case of the individual LSP, these activities on the association level should be started immediately and completed before the 2005/2006 drilling season starts.

In the service industry, successful service or product marketing relies on skilled labour resources. Therefore, associations should ensure that current and planned qualification initiatives in Northeast BC support the development of the service offering of the sector.

Concurrent with association initiatives, Governments can support with market information. Further, associations should engage governments to ensure that human resources qualification and attraction initiatives in Northeast BC support the development of the service offering of the sector.

**b) Pricing for Services**

Setting the "right price" for a service requires an understanding of price sensitivities of target segments, market pricing information as well as reliable costing information.

*Local Service Provider Activities*

As part of the service review, LSP must gather the facts on pricing. They know their own prices and should try to obtain pricing information on competitors. One source of information is a customer that has awarded a contract to a competitor. LSP should ask customers directly for their feedback on price.

In a next step, LSP need to understand in detail the costs of providing a service. Knowledge of their own cost base gives an indication of the lower price limits both in the short-term and the long-term. In the upstream oil and gas industry, market prices play an important role. Customers in the industry tend to accept prices as long as they are not excessive. Comparative advantages may allow LSP, in some cases, to charge higher-than-market prices. If the cost base does not allow for lowering prices, the LSP must explore ways to control service costs without jeopardizing service quality.

LSP should use the full range of pricing instruments, such as volume discounts, early-booking discounts, summer discounts, discounts for using a service year round. On a more strategic level, they should work with customers to identify areas where both sides

can save costs through improvements in forecasting and operational processes. This would help ensure mutually acceptable price levels in the long run.

*Working with Associations and Governments*

The challenge for governments and associations is to provide an environment that allows LSP to obtain a competitive cost base, and to adjust their prices to market conditions. They should work together, concentrating on tax and other regulations that adversely affect LSP competitiveness and should also consider ways to provide lower cost to O&G. For example, associations should validate concerns voiced by some oil & gas companies that unnecessary administrative hurdles to doing business in BC persist despite the implementation of a number of best practices. Undue hurdles could have a negative cost effect that may neutralize the positive effects of summer drilling incentives. O&G would be inclined to pass on these costs to their suppliers or may decide to reduce their involvement in Northeast BC.

**c) Promotional Activities**

LSP have a wide range of marketing communication instruments available to promote their business and their relationships with customers. This section recommends marketing communication activities and integrates them into a three-year plan with typical budgets for small and large LSP.[11] The plans need to be adjusted to the specific conditions and objectives of each LSP. Potential promotional activities of associations and governments should be linked to LSP activities to reflect the sectoral nature of the marketing plan.[12]

*Local Service Provider Activities*

LSP should use those marketing communication instruments that enhance visibility and support the development of long-term business relationships with their customers. Important instruments are events (exhibitions, conferences, trade missions), company directories and websites.

Marketing communication activities such as advertising and public relations are less important under current market conditions in Northeast BC. Advertising is generally not very cost-effective because LSP want to attract business for a relatively small market. The effect of advertising in local and regional publications, such as "Northwest Business", is limited as the readership is not likely to include the target group. This marketing plan includes a list of media where advertising may be appropriate under certain circumstances.

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[11] See APPENDIX 8.
[12] See APPENDIX 7.

*Communication Basics*

LSP should meet basic marketing communication requirements. In particular, they should have a proper corporate design and apply it consistently to all marketing activities as well as to supporting materials (such as marketing literature, business cards and stationery). Numerous LSP already have a corporate design and associated materials. Marketing communication basics should be reviewed in light of repositioning the business. The review should include questions such as: Do the design, the materials, marketing literature and the messages support the achievement of the marketing objectives? Are they still suitable after having re-positioned the service offering and pricing? Are they consistent with marketing communication by relevant associations and government initiatives?

All LSP should strive for high quality marketing materials that demonstrate LSP commitment to their customers.

*Advertising*

Advertising in industry magazines may be appropriate. It is more suitable for larger LSP that can afford to advertise regularly as part of an overall advertising scheme. It is also suitable for LSP that have a very clear message for their target group, want to create awareness and name recognition and link advertising to other marketing communication activities. For example, an LSP providing services to drilling companies may consider ads in the CAODC Oil Driller Magazine, although the publication has a very small readership. The impact of advertising in media with greater reach such as the Oilweek Magazine is higher if the magazine features stories that are related to the BC oil and gas industry. Associations, governments and LSP can take the opportunity to position the service sector as a whole.[13]

*Marketing Events*

Marketing events have potentially the highest relevance in marketing communication for oil and gas services. They enable face-to-face communication with customers outside routine situations, and their offices. Trade shows and conferences, as well as golf tournaments and other business functions, benefit from the excitement building up around them. Participants get together to exchange information and network. Participants in great events remember them for a long time. LSP can be actively involved in events, for example as an exhibitor at a trade show, or more passively as a visitor. Marketing budgets and objectives usually dictate the mode of participation. Exhibitors and visitors alike should take the opportunity to network with customers and peers, and do marketing research.

[13] A list of publications that, under certain circumstances, are suitable advertising media is in APPENDIX 9.

LSP that have participated in the Global Petroleum Show in Calgary in 2004 and in other events, such as the annual BC Oil and Gas Conference in Fort Nelson in 2004, have expressed satisfaction with this marketing tool. Typical costs for operating a small booth, creating company brochures, time, travel and accommodation associated with a small event range between $1,000 and $10,000. This amount can be significantly reduced when the materials can be used again at other trade shows and for other purposes. For example, transportable displays can be set up at other shows and can be used between shows on the company's premises, in the lobby, in a meeting room or in other areas. Company brochures can be economically manufactured in large quantities and should then be widely used.

The list of industry events in APPENDIX 9 contains trade shows and conferences that are either highly relevant industry events with a wide range of target groups or specialized events. Both types are suitable for LSP involvement. With regard to general industry events and specifically targeted, LSP should consider the 2005 GO-EXPO Gas and Oil Exposition in Calgary as a first time demonstration of their repositioned business. The Northeast BC oil and gas service sector could have a joint booth to communicate the sector's messages. Associations and/or the BC Government would be ideal partners to co-ordinate the sector's appearance. The 2005 event could serve as a test case for the even more prestigious Global Petroleum Show in 2006 by which time the BC oil and gas service sector should be completely repositioned. Apart from these industry mega events, the service sector should continue to organize the BC Oil and Gas Conference, probably the only industry event with a clear focus on business in Northeast BC. The event's agenda should focus on business development opportunities. The hospitality felt by participants during the last conference in Fort Nelson provided evidence that such events are capable of creating a positive environment for building relationships with target segments.

***Trade Missions***

Trade missions are a special form of event that can have substantial impact on positioning the sector as a whole as well as on individual LSP. The last BC Government-led trade mission to Calgary in June 2004 was considered very successful by participating LSP.

The BC Government has plans to lead missions twice per year to Alberta, where most of the relevant customer organizations are located. Similar events should be considered on a local level in Northeast BC to bring together local representatives from customer organizations and LSP. Such events have been previously organized in Dawson Creek with one important O&G player in that region. In the future this type of event should be extended to more than one O&G to increase the event's reach, and should take place at least twice per year to avoid overcrowding.

*Company Directories and Websites*

There are numerous company listings available, both printed and online. In marketing, they serve dual purposes: to gather information about target customers and competitors, and to market services to customers through a listing. APPENDIX 9 contains an overview of selected directories and gives an assessment of the value they can create for LSP. Listings are differentiated for business directories and membership directories. LSP should provide substantial information in their listing in directories that require little or no financial commitment. The "Canadian Oil Register" is an important publication and all LSP should consider a listing: LSP should be listed in directories that are specific to the Region and to their industry. Besides the directories on the list in APPENDIX 9, LSP should also consider listings such as the general business directory in Dawson Creek.

LSP should use an electronic listing opportunity to link to/from their websites or to other web spaces (such as the space offered by SciTech North in their value chain directory). In today's business environment it is preferable that LSP have their own website with at least some very basic information. Adequate website packages can be purchased economically from Internet Service Providers. A domain also gives the LSP business-like email addresses rather than using a generic domain name.

***Working with Associations and Governments***

The role of associations and governments in marketing communication should be to enable LSP to send an aligned message to the sector's target segments. Associations should encourage government initiatives such as the trade mission to Alberta and official meetings with CAPP and other customer associations. Additionally, local associations should coordinate local events, for example to attract consultants from the well sites or to enable local service providers to jointly visit well sites. Associations and governments are more likely to gain interest from media to feature stories on the oil and gas industry and the service sector in BC. LSP can then connect their individual activities with activities by the whole sector.

Associations should consider an initiative to brand the BC-based oil and gas service sector and ask governments to support or endorse such a service sector brand. This could also involve the creation of BC-specific marketing literature for target segments. This material could be used in direct mail initiatives and in conjunction with industry events. A service sector brand would allow co-branding by associations and individual LSP with the potential benefit of linking to a more visible and stronger sectoral brand for individual marketing purposes.

Associations should revise their approach to membership information and business directories. To gain visibility and customer acceptance, there should be one directory for the whole BC-based oil and gas service sector. This directory should contain information

such as capacity and regional activity, have good search functionality, and should produce user friendly reports to search queries.

**d) Sales Channels and Contracts**

LSP should reconsider their approach to selling to their target segments. Acting locally is not sufficient if the LSP wants to have more than transactional business. Pre-qualification in the form of MSA is often required.

*Local Service Provider Activities*

Target customers have a clear message for LSP in Northeast BC. If LSP want to get more of their business, they must direct their marketing at customer staff in the Calgary head offices. Knowledge of target segments is a prerequisite to success and LSP must therefore spend significant efforts collecting market intelligence. The overview of target customers in APPENDIX 10 provides a starting point as it lists O&G companies and other oil and gas Service Providers that are active in BC as well as providing basic company information. In addition to the customer list, APPENDIX 11 contains an overview of regional activity by O&G.

Both lists provide a comprehensive overview of current customer activity in BC, however there are ongoing changes in the industry and LSP should use the overviews in APPENDIX 10 and APPENDIX 11 to generate an initial list of target customers. LSP should get more information on their primary targets, for example on their procurement needs in BC or their organizational structure, through research in directories, company websites, and from other sources.

Before LSP contact target customers, they should develop a compelling story line that includes comparative advantages and is consistent with the LSP's positioning in marketing communication.

Access to target customers can be gained directly by LSP, intermediaries or partners. The advantage of the direct approach is usually lower cost and better control over activities. LSP should determine which approach is most appropriate and regularly revisit their assessment. Larger LSP often have permanent sales resources in Calgary or share sales resources. It is preferable to locate this business development function in Calgary. If this is not possible, remaining in Northeast BC with regular trips to Calgary can be effective. Smaller LSP can employ similar sales channels tactics.

The best start in cold calling a potential customer could be a reference from a third party or an observation made in the field. Initial contact is usually made by telephone. The experience from successful small LSP shows that patience and persistence in making sales calls are rewarded. They don't get frustrated when it takes a few weeks before getting the right person on the phone. Also, they don't expect a new job to come out of every sales call. LSP should initially be satisfied with making their services known to the

target customer. Calls should be followed-up by phone and/or a brochure should be sent along with a thank-you note, and possibly a catchy gimmick.

This approach is not suitable for services that a customer requires on short notice. In many cases, local company representatives have the authority to procure emergency type and low-value services. LSP should target local representatives and select an appropriate channel. Other approaches could include events to attract decision-makers from the well site or sales calls arranged jointly with other LSP that are endorsed by local associations.

Even if all goes well, LSP may still have difficulties getting the first sale because they are not yet pre-qualified as suppliers. LSP should get pre-qualified with all relevant target customers and show consistent and persistent marketing, sales and business development efforts in Calgary. They must work for the moment when they obtain the opportunity to do business and then demonstrate their strong delivery capabilities to reassure the decision-maker that the decision to hire it was right.

LSP sometimes report difficulties in fulfilling all requirements by customers. They lack the special skills and resources to complete complicated and lengthy forms and agreements or provide additional documentation and various certificates. If LSP want to get larger sales from their customers, they must comply with specified requirements. If forms such as MSA or Certificates of Recognition (COR) are required, LSP should spend the time to compile them. LSP should make sure that qualification packages are complete, accurate, flawless and attractive, and are submitted to the appropriate representative at the customer organization. LSP should obtain confirmation of receipt with the addressee.

In the case of co-operating with other LSP on an opportunity, or using a sub-contractor, the LSP must ensure that their partners also have all the appropriate documentation and qualifications.

***Working with Associations and Governments***

Associations and government can provide limited assistance to help LSP reposition their sales channels and deal with contractual challenges. However, businesses in the region could work co-operatively with, for example, the chamber of commerce, to collect market information. Initiatives by associations and/or governments could support LSP in researching markets and companies.

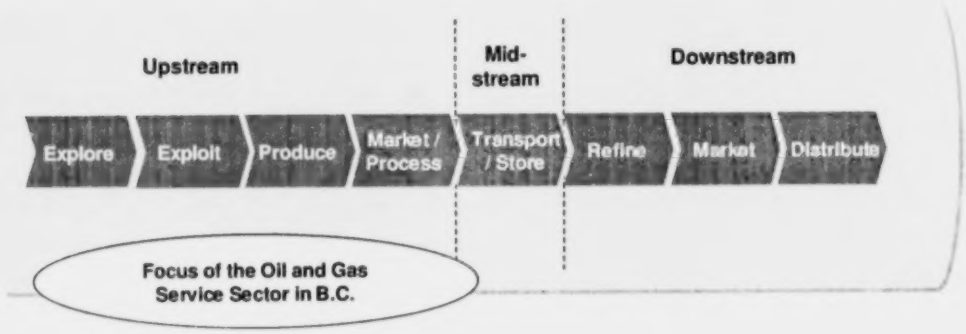
Associations could also support LSP by organizing resources that provide qualification and certification services for businesses. In this context, associations should collaborate with the BC Government to achieve mutual recognition of standards between Alberta and BC.

KPMG

# 4. APPENDICES

## APPENDIX 1 - Industry Framework

The general framework applied to market analysis and segmentation in this marketing strategy follows the customary distinction in the oil and gas industry between upstream, midstream and downstream activities. This framework has the advantage of being simple, widely accepted and well understood.




Most oil and gas service providers in BC provide their services to companies that are active in the upstream sector, and to a certain degree, in the midstream sector. Therefore, this marketing strategy focuses on companies (demand and supply side) that are involved in one or several of the following (broadly defined) activities:

**Explore** – Locate oil and gas resources, obtain rights to access the area and drill test wells to assess the value of pursuing further activities

**Exploit** – Drill commercial well, complete well (cement and perforate), stimulate well

**Produce** – Recover oil and gas resources; pump where required and further stimulate well

**Market/Process** – Turn crude resources into marketable commodities and market them

**Transport/Store** – Transport mainly through pipelines and trucks, and provide storage

There are hundreds of services required to perform the tasks described above. There is no exact order in which they need to be performed and not every oil and gas project will require all tasks and all of its associated services. However, most oil and gas projects will move along this chain of activities and there are certain services that are more

relevant in one stage than in other stages. This is important in the analysis of oil and gas services customers.

### Description of O&G types

**Integrated Oil and Gas Companies** carry out all activities from exploration to transportation and storage, and possibly further downstream activities (refining, marketing and even distributing to end users). These companies are usually large to very large and are often players on an international or global scale.

**Exploration and Production Companies** are similar to integrated companies but typically do not engage in midstream activities. Their core activities clearly involve the quest for resources and their extraction. E&P are the most common type of oil and gas company and can be of any size.

**Exploration-focused Companies** have a clear interest in the first stage(s) of the oil and gas value chain. They are typically not interested in pursuing activities beyond locating resources and proving the viability of their find. Some Explorers may go one step further and ready a well for commercial production, however they will then quickly move to find a buyer.

**Oil and Gas Income Trusts** have typically emerged from E&P that split their activities and assets to differentiate between their exploration business (high risk, high cash intensity) and their production business (lower risk, revenue generating). While the word income trust is not a technical term restricted to the oil and gas industry, the industry understands that income trusts are defined by their main activities, that is the production and marketing business.

**Marketing-focused Companies** specialize in storage, trading and transport of crude resources and commodities. Companies in the midstream sector of the industry fall into this category. Pipeline companies are typical representatives of this type of oil and gas company.

## APPENDIX 2 - Sustain Strategy versus Growth Strategy (Details)

LSP need to determine whether they want to sustain or grow their business and take this into consideration when revising their approach to compete. Sustain and growth strategies differ with regard to the management of business relationships, capacity of resources and skills:

### Building Customer Relationships

With regard to oil and gas services customers in Alberta, LSP in BC are in the position of out-suppliers whereby most of the available business is repeat-business divided up between OSP with strong existing customer relationships (in-suppliers).

LSP should maximize the benefits from their existing business relationships with customers. LSP should be aware of all potential customers in their relevant market and should set priorities according to available LSP business goals and resources. This will help develop an effective and efficient market approach.

To get more business from existing customers it is necessary to fully understand their present and future needs. This requires a pro-active approach to dealing with the customer which could include frequent communication at various levels of the company, including head office and with their field representatives. This multi pronged approach will help generate a consistent picture of the customer and provide an opportunity to position the LSP's offering throughout the customer organization.

Good market information is a prerequisite to strengthen existing business relationships, and develop new business relationships. The LSP should use all available sources to find information about required services, timing, geographic focus and contact details.

Information sources available to LSP include:

- A list of active demand side companies in Northeastern BC (as produced for this marketing strategy attached in APPENDIX 10)
- An overview of oil and gas producing companies in a specific region, provided by MEM as part of this marketing strategy (maps and lists attached in APPENDIX 11)
- The local business network/community to get formal and informal (word-of-mouth) information
- Official sources, such as OGC drilling permit information available from OGC in Fort St John or from the local OGC representative
- Commercial sources, such as Nickle's Rig Locator Email Alert, a service that provides intelligence on new well licenses issued in a specified area and the rig activity in the area

LSP should actively pursue networking opportunities with customers. Smaller companies with less access to large customer organizations can benefit greatly by participating in

trade missions and other industry events, organized by associations and/or the government. LSP should jointly offer networking opportunities in conjunction with their local chambers of commerce or other associations. Events tend to attract customers and are a suitable way to contact otherwise hard to reach field management service providers for example, customer representatives on a well site.

Both small and large companies should to pro-actively market their services to existing and new customers. Marketing to headquarters is important, as the selection of suppliers of high volume, high value and/or long-term services is usually made with significant involvement from central purchasing departments. O&G very clearly expect LSP to show presence where oil and gas customers are located. Larger LSP should consider locating sales or business development resources in Calgary. Smaller LSP can increase their visibility by using a combination of phone calls, email and regular visits. LSP should also consider joint representation as an economic way to gain customer access.

In summary, as with an OSP, LSP should develop business relationships with potential customers. While a customer cannot be forced to give up a relationship with an OSP in favour of a LSP, there is much LSP can do to break into established in-supplier relationships. LSP should consistently market their comparative advantages to demonstrate how attractive they would be as a business partner in BC – and they should to be prepared for the day when the established OSP cannot deliver or there is a need for additional service providers. This is the opportunity for an LSP to demonstrate its customer orientation and capabilities in delivering the required service. This could be the only chance the LSP will get from a particular customer, but it may also be the first in a series of transactions that form the foundation for a long-lasting business relationship.

**Securing Resources and Adjusting Capacity**

Currently, LSP, industry and local associations and O&G seem to think that the service sector in Northeast BC is operating near or at capacity. While this may be correct for the winter drilling season, it is likely not the case during the rest of the year. This seasonal variability makes it difficult to balance customer needs and capacity to provide the required services. In addition, there are regional differences in utilization. For example, Fort Nelson is said to have reached its capacity limits while this may not be true for other areas.

Whatever the capacity situation of the oil and gas service sector in Northeast BC, every LSP should determine its own capacity level and the rate of utilization in its current business. The LSP should compare this information with current and expected future demand for its services. Depending on the result of this evaluation, the LSP has different strategic options:

1. **Increase capacity**: This option would involve investing in capital and human resources. Organic growth through own means is usually slow and more suitable for medium-sized to larger companies. Particularly small LSP would find the associated investment risks too difficult to manage. Partnering with other LSP or

even OSP, or the systematic development and pre-qualification of a network of potential sub-contractors, would provide an opportunity to increase the LSP's capacity virtually and at much lower levels of risk. The partnering option would also be suitable to buffer seasonal peaks and to work on singular large projects.

2. **Maintain capacity**: This option is suitable if capacity is sufficient to address customers' needs and adjustments to capacity are not desirable or are impossible (for example, a gravel hauling company that has only one truck). To operate with current capacity would mean that there are some available resources that can be used to provide more services to existing customers or to acquire additional customers. Seasonal swings in excess of capacity can be compensated through virtual increases in capacity. Down-swings could be compensated for by becoming a sub-contractor to other LSP or by seeking temporary opportunities outside the oil and gas industry, for example in forestry, public infrastructure projects or mining.
3. **Reduce capacity**: Although the oil and gas service sector in Northeast BC does not currently face over-capacity, some LSP may have excess capacity. As most service areas and businesses go through a life cycle it is inevitable that at some point demand will flatten or even decrease. LSP should consider reducing capacity if this helps to improve profitability through better asset utilization. The LSP could still apply strategies to create virtual capacity.
4. **Gain efficiencies**: To seek efficiency gains is a meaningful option in any type of capacity and utilization scenario. It becomes crucial where capacities cannot be adjusted because capital is not available or the risk associated with the investment is too high. It is less important where capacity is sufficient and the associated capital costs are low.

Capacity problems resulting from labour shortages have been reported during the winter drilling season. This issue is being addressed in joint efforts between the provincial and regional governments, First Nations and the oil and gas industry. LSP can contribute by providing training on the job, typically for services that do not require a high level of pre-qualification.

Apart from capacity considerations for already existing services, the oil and gas service sector in Northeast BC needs to consider the completeness of the services. Oil and gas customers often say that the lack of availability of certain services and goods from LSP is the main reason for engaging OSP. The capacity issue for LSP in this case is a matter of diversifying into a new service area or starting a new business altogether. Diversification is appropriate when the additional services are similar or related to the services that the LSP currently provides. Individual LSP and their regional and industry associations could work together to identify the service areas where most OSP activity takes place. The attractiveness of a new venture should be evaluated in a business

case. Joint ventures between LSP and with OSP involving highly specialized services or equipment, would reduce the risk of engaging in these activities.

### Securing Required Skills

Various skills are required to compete effectively with OSP. Besides the technical skills to get a job done, LSP should have the business development skills to sell the project to the customer. Marketing and selling to a customer involves basic and advanced approaches.

1. **Market analysis**: LSP should try to fully understand their market. If required, LSP should develop or buy the skills to systematically research market players and business opportunities.
2. **Qualification**: LSP are confronted with increasing requirements to pre-qualify as a supplier. In particular large customers require HSE and other specific certificates, attached to elaborate master agreements and other contractual documents. LSP often feel that they do not have the resources and skills to fulfill all requirements. Non-compliance comply often means no business, therefore LSP should identify specific target customers and diligently fulfill pre-qualification requirements to be added to the list of potential suppliers. LSP should use this occasion to present themselves in the most positive way, which requires marketing communication skills. To professionally support LSP in the qualification process could be an opportunity for a new business in the region.
3. **Marketing/Business Development/Sales**: LSP should to be able to name their potential customer organizations and set priorities in addressing them. Once the target customer list is created, the greatest challenge to LSP is to identify the right decision maker and make contact at the right time. Proactive business development by calling existing customers and by cold calling new customers takes another set of skills and professional dedication. The LSP must have a "story" to tell, an attractive marketing offering for the addressee of the phone or written communication, supported by adequate marketing materials that should be professionally created or procured.

## APPENDIX 3 - Target Segments (Description)

| Target Segment | Description |
|---|---|
| **All-rounder** | This segment includes integrated O&G as well as exploration and production companies. Their commonality is that they cover all or most activities along the value chain that are relevant for the oil and gas service sector. |
| **Consultant** | Also known as Engineers, Company Representatives, Well Site Supervisors or Inspectors. They are freelance consultants or consulting firms providing field management services to O&G companies. Typically, they play a role in the procurement of other oil and gas services. |
| **Explorer** | This segment encompasses all O&G companies that focus solely on oil and gas exploration and exploitation. It also includes drilling companies and seismic companies that are key service providers to O&G companies involved in exploration. |
| **Producer & Marketer** | O&G companies that focus either on production (in particular trusts) or on activities higher upstream (marketing oil and gas, storage, transport). |
| **Intermediary** | This segment encompasses a multitude of service providers that typically focus on one or a few activities. Their customers can be O&G companies, as well as also key service providers and other service providers. |

## APPENDIX 4 - Understanding Organizational Buying Behaviour

The analysis of procurement behaviour shows that typically multiple departments and individuals, both at the head office and in the field, can be involved in the decision making process. One of the greatest marketing challenges to LSP is to identify the right decision makers and to get access to them at the right time.

The analysis shows differences in decision-making processes between segments and among organizations of different sizes. This information can serve as a starting point for a LSP to understand buying behaviour of a particular target customer. The information cannot replace due diligence in identifying the actual situation with that target customer.

Organizational buying involves various roles. One department or individual can assume one or several roles at a time; similarly several departments and individuals can play one role together:

- Requestor: Needs a service and kicks off purchasing activities
- Contributor: Provides information, assessment or advice
- Procurement Manager: Manages the procurement process
- Buyer: Performs the actual transaction (issues purchase order)
- Senior Management: Gets involved if approval is required
- Gatekeeper: Regulates access to the organization and information flow

The LSP should establish good contacts in all departments at the head office that have a service need (drilling department, operations, engineering). These departments seem to exert the most influence in making a procurement decision. In the case of larger organizations, the LSP should make sure that contacts exist with all relevant groups within a department. For example, project groups within an engineering department may not exchange information about service providers. The LSP can then work through existing contacts to reach the group that is in charge of the project with the potential business opportunity for the LSP. The LSP should also actively inquire about consultants or other field staff who play a role in the process and establish contact with them.

In parallel, the LSP should target the procurement manager to position the business and get on the list of potential suppliers. In an increasing number of cases this involves formal pre-qualification through signing a MSA and providing associated documents. The contact with the procurement manager offers an opportunity to present the LSP and its service offering outside the context of a specific procurement project. If it is unclear whether decisions are made at the head office or in the field, the LSP should directly ask the procurement manager for an answer and for further contact information.

Ideally, LSP can also get exposure to top management, who may then give guidance to requestors and procurement managers. Official trade missions to Calgary or events organized by industry associations have proven to be suitable instruments to attract top management attention. This avenue is generally appropriate if the service capabilities of

the LSP are adequate to meet the service needs of the client. In general this would mean a large LSP targeting a large customer.

LSP often perceive consultants on the well site as the gatekeepers in the procurement process. The analysis of target segments suggests that the importance of consultants in the procurement process may not be as high as expected. They certainly play a role in purchasing services and some have considerable authority in the procurement process. Larger projects and longer lasting business relationships with O&G do not depend entirely on consultants. It should also be noted that consultants are a target segment of their own.

Gatekeepers may also be in place in the procurement and requesting departments. There are two ways to deal with gatekeepers: the LSP can convince them of their value and thus turn them into gateways to the customer organization, the LSP can intensify marketing activities with other roles and individuals within the target organization.

In the seasonal business of the upstream oil and gas industry, timing of marketing activities is important. Procurement in all oil and gas services customer organizations is closely related to the drilling cycle and therefore coincides with winter drilling activities. There is less seasonality to purchases made in head offices, therefore these can be targeted throughout the year. For long-term business, the LSP should target the customer outside the drilling season, after the summer break, but ideally before the busy season starts (September to October, alternatively April to June) with the main objective of establishing relationships. To take advantage of current business opportunities, the LSP should regularly contact the customer at the head office and in the field. The LSP should do this during the busy season and provide news or discuss observed activities where LSP could provide support.

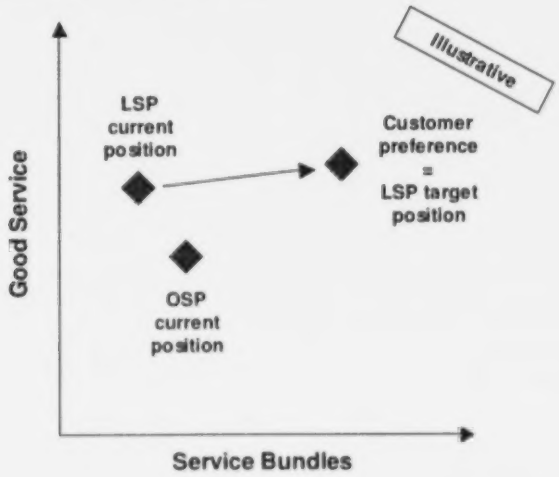
## APPENDIX 5 - Positioning a First Nation Business

While the generic approach to positioning an oil and gas service business is generally valid to First Nations, there are some additional considerations. Successful cases of First Nations ventures suggest a business approach that incorporates the following elements.

- Create a business that has support from First Nations in the areas where the company is operating. This typically requires First Nations ownership and a certain level of community orientation (such as investments into training of young aboriginals)
- Use oil and gas companies' guidelines to engage First Nations as a comparative advantage
- Position business as a LSP that provides competitive services at market conditions, with the advantage that the company helps the customer use First Nations businesses
- Market services to headquarters in Calgary, to local officers and to well site supervisors
- Obtain contact information for local decision makers from O&G's head office aboriginal relations departments
- Consistently identify the business as a "First Nations Company" in all marketing communications
- When a contract is awarded, deliver results that demonstrate that the business can meet or exceed industry standards and build sustainable business relationships

## APPENDIX 6 - Positioning and Marketing Objectives (Details)

In order to successfully position their business, LSP should determine their customers specific needs, and identify how the LSP and OSP currently fulfill customer expectations. An example is shown in the following figure.[14]




LSP should position their business along five dimensions. The first is relationship orientation; the other dimensions are related to the four marketing instruments described in the marketing plan. The following tables summarize the target positions and marketing objectives:[15]

| 1. Relationship Orientation | |
|---|---|
| **LSP Current Position** | ▪ While some LSP have strong relationships with customers, LSP complaints about traditional ties between OSP and customers in Calgary indicate that there is potential for improving their relations with OSP.<br>▪ Customers see LSP to be interested in a "quick buck" rather than long-term relationships that enable repeat business. They expect LSP to spend much more time marketing themselves and their services to the customer organizations in Calgary. |
| **OSP Current Position** | ▪ OSP maintain strong business relationships with customers in Calgary, which helps them get a significant share of work in BC.<br>▪ Customers value these relationships very much and prefer to do repeat business with OSP they know and trust from previous projects in Alberta.<br>▪ OSP benefit from the fact that many of their customers feel comfortable doing business in Alberta, and therefore project that positive feeling onto the relationships with their service providers. |

[14] In this example, a LSP currently provides better service than its competitor. Customers want good service, but they also want a lot more service bundles than they are currently offered. This offers the LSP an opportunity to reposition its marketing and gain a competitive advantage over OSP by offering service bundles.
[15] For a detailed discussion of positioning the LSP business along the five dimensions, refer to APPENDIX 4.

| | |
|---|---|
| **LSP Target Position** | ▪ Customers suggest that LSP change their attitude towards customers, and show their target segments that they are genuinely interested in moving from a transactional to a relationship-oriented business approach.<br>▪ LSP should accept that customers have a choice to purchase from OSP or LSP, and they will often give preference to the supplier with whom they have established business relationships.<br>▪ LSP should position themselves as the trustworthy, experienced local alternative to OSP. They should employ all comparative advantages in their interaction with customers so that customers are willing to buy from them for the advantages they see. LSP should also be prepared to step in when OSP cannot deliver and leave a gap to fill.<br>▪ LSP must be ready for the "moment of truth" when they have the opportunity to demonstrate to their customers that they can perform to expectations and that it is appropriate to employ local businesses. |

| | |
|---|---|
| **Marketing Objectives** | ▪ Increase efforts to change attitudes of customers in Calgary so that they perceive LSP as being genuinely interested in building lasting relationships.<br>▪ Make decision-makers in Calgary and in the field aware of locally available capabilities and resources that offer comparative advantages over resources brought into the province. |

The position of a long-term business partner is desirable for all LSP, regardless of their size or service area. It is suitable for companies in either sustain or growth mode. In terms of target segments it is particularly worthwhile to achieve this position with large customer organizations. The potential rewards from doing business with major industry players in long-term, high volume/value contracts offer stability and help reduce seasonal fluctuations as large customers are more inclined to operate year around. Medium-sized to larger LSP are more likely to get this type of business because of their capacity and access to financial and human resources. Small companies may qualify as well, if their services are highly specialized and capacity is just large enough to satisfy customer needs.

To change customer attitudes is a challenge that can be overcome with concerted efforts among LSP and through the involvement of industry associations. LSP can gain a stronger voice by pooling resources and cooperating in associations. Further, collaboration between associations and with governments can significantly enhance the effectiveness of this marketing approach.

| 2. Services (Product Marketing) | |
|---|---|
| **LSP Current Position** | • LSP cover some service areas, but not all that are required by customers. The lack of availability of certain capabilities is cited as one of the main reasons why customers employ OSP.<br>• LSP market their services emphasizing "good service" and their price-competitiveness. However, customers pay more attention to safety and experience.<br>• Customers ask for service bundles; smaller LSP may have difficulties offering meaningful bundles, and some LSP have started to revert from service diversification.<br>• The potential to offer value-added services to differentiate offerings from OSP is not fully exploited. |
| **OSP Current Position** | • Because of the size of their local markets in Alberta, OSP have better access to internal and external resources that they can combine. |

| | |
|---|---|
| **LSP Target Position** | • LSP should have a well defined and recognized service profile that highlights their experience in at least one core area.<br>• LSP should be able to offer meaningful service bundles to target segments that prefer bundles. The services can be combined by use of internal and external sources.<br>• Regardless of size, LSP should consider co-operation with other LSP and also with OSP to create a more attractive offering. |

| | |
|---|---|
| **Marketing Objectives** | • Revise service offering to eliminate low-value adding aspects of the service offered.<br>• Extend service offering through value-added services or meaningful extensions.<br>• Create meaningful service bundles that are difficult for OSP to match because they do not have the same access to local business resources in BC.<br>• Scan the market for opportunities to offer services that are in high demand but cannot or currently are not satisfied with local resources.<br>• To better manage out seasonal fluctuations in the oil and gas business, actively develop additional opportunities to use equipment, facilities and staff, such as infrastructure improvement projects, general construction, forestry or mining. |

Not all LSP will be able or want to offer service bundles, and there are certainly merits in taking a specialist approach to business. As such, the LSP must analyze its service area and determine whether it targets the right customers. For example, O&G drilling departments typically source bundles of services from drilling companies, such as two

rigs for 40 days, including camp, setup and project management. LSP marketing specific services for drilling should therefore consider focusing their marketing activities on the drilling companies and less on the O&G.

| 3. Pricing for Services | |
|---|---|
| **LSP Current Position** | ▪ Current price levels have allowed LSP to stay in business.<br>▪ More price-sensitive customers see LSP as charging excessive prices, which erodes the level of trust in the BC-based oil and gas service sector as a whole.<br>▪ LSP have contradicting views of their pricing: Some say that LSP are price competitive with OSP, others say that LSP have a disadvantage due to taxation issues (particularly PST). |
| **OSP Current Position** | ▪ OSP are seen to have a lower cost base in Alberta. They have a home market that is several times bigger than in BC. Consequently, they are able to be high on the learning curve and to realize economies of scale from larger operations.<br>▪ Higher transportation costs seem to matter little to OSP in service pricing for BC because they can be partially offset by other costs that are lower. |

| | |
|---|---|
| **LSP Target Position** | ▪ LSP should achieve a price level that, before taxes, is similar to OSP; LSP should be able to submit a sufficiently strong service offering using comparative advantages so that potentially higher prices are acceptable to customers.<br>▪ Within limits that do not impact the sector's image, LSP could practice price differentiation between target segments and customers, depending on their price sensitivity.<br>▪ LSP could also differentiate prices for transactional versus relationship-based business (transactional business tends to be more urgent and customers are willing to pay higher prices). |

| | |
|---|---|
| **Marketing Objectives** | ▪ Explain prices for a service; make sure that customers see the comparative advantage of a local offering over and above price.<br>▪ Move away from the practice of a short-term, transaction-based business and pricing approach.<br>▪ Create new opportunities in relationship-based business through pricing that customers consider adequate. |

The importance of setting the right price should not be underestimated. Competitive pricing is particularly important for simple, high volume services/products that can be easily sourced elsewhere. The importance of pricing tends to decrease for project work, highly specialized services and products that cannot be easily sourced elsewhere.

Increasingly, customers are looking for best value, which is a combination of factors including price, quality, capacity, safety and environment. Larger projects are evaluated in terms of total life-cycle costs that include, besides the purchase price, factors such as depreciation, projected maintenance and expected repairs.

| 4. Promotional Activities (Marketing Communication) | |
|---|---|
| **LSP Current Position** | ▪ LSP are engaged in promotional activities, such as participation in official trade missions to Calgary or in events such as the Global Petroleum Show.<br>▪ Customers see a lack of continuous and persistent marketing by LSP in Calgary where most decision-makers are located.<br>▪ Customers hear negative messages and moral appeals, which taint their impression of the service sector as a whole.<br>▪ Comparative advantages should be employed in marketing promotions to offset comparative disadvantages.<br>▪ Commonly used messages, such as "LSP are competitive", have a defensive note. |
| **OSP Current Position** | ▪ Established relationships give OSP better access to their customers in Calgary and increase the potential for face-to-face contact. This reduces the need for marketing communication activities that are targeted primarily at raising awareness of the supplier and the service it provides.<br>▪ OSP have more opportunities for face-to-face interaction with customers in Calgary. |

| | |
|---|---|
| **LSP Target Position** | ▪ LSP should attempt to gain the same access to customers as OSP to place their marketing communication messages.<br>▪ LSP should communicate with customers in a neutral to positive environment where the LSP message is heard and understood. |

| | |
|---|---|
| **Marketing Objectives** | ▪ Review and align marketing communication approach for individual LSP, associations and governments. Messages should emphasize comparative advantages, be truly positive and convey a position of strength. They should further emphasize attributes of the LSP service offering that are relevant to the target segments.<br>▪ Increase and sharpen marketing promotion activities in Calgary and in media noticed in Calgary.<br>▪ Obtain more media presence and better coverage of positive messages, including success stories. |

The ability to engage in marketing communication activities depends largely on the LSP's financial means. Marketing promotion is an area where the BC government and associations have achieved considerable successes and this collaboration should continue. The approach should be reviewed to include local initiatives, quality assurance across participating LSP/communities and joint marketing material.

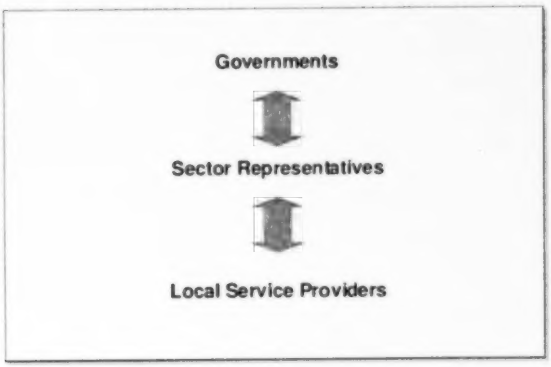
| 5. Sales Channels and Contracts | |
|---|---|
| **LSP Current Position** | ▪ Not all LSP actively pursue sales channels outside their home area.<br>▪ Some LSP seem to take a reactive marketing approach, rather than proactively trying to engage potential customers.<br>▪ Customers clearly say that LSP should market to head offices, show visibility, and be patient and persistent in their efforts. |
| **OSP Current Position** | ▪ OSP operate in ongoing customer relationships. As "in-suppliers" they are concerned with maintaining customer satisfaction and delivery capabilities. |

| | |
|---|---|
| **LSP Target Position** | ▪ LSP actively market services to head offices in Calgary, either alone or with partners.<br>▪ Contacts in Calgary are used as a point of entry for larger deals.<br>▪ LSP market services to local customer representatives with a focus on smaller, short-term deals.<br>▪ LSP actively look for indirect sales channels, such as other LSP (or even OSP) with better customer access. |

| | |
|---|---|
| **Marketing Objectives** | ▪ Gain full information on target segments and individual target companies: know about their needs, their situation in BC and general procurement requirements.<br>▪ Get pre-qualified with all target customers; where applicable sign MSA and get proper certificates.<br>▪ Increase efforts to systematically address headquarters in Calgary in all relevant areas.<br>▪ Ensure that the service offering is strong and supported by good marketing communication.<br>▪ Team up with other LSP and work with associations to devise tactics on how to get consultants on well sites involved in the local business community (for example joint visits on-site, special events for consultants). |

## APPENDIX 7 - The Role of Associations and Governments

Since this marketing strategy is sectoral, all players in the oil and gas service sector should understand the interdependency of activities at all levels.




There are many activities that the individual LSP should undertake. Certain issues cannot be resolved by the individual LSP. LSP should get actively involved in associations with a sincere interest to work on solutions for issues that impact their competitiveness with regard to OSP. LSP experience the issues in their daily work and should use sector associations (such as their local chamber of commerce or industry associations) to work on the resolution of these issues with governments.

Sector associations are ideal vehicles to encourage mutual support among members, and to provide shared services to their members. They are also ideally positioned to provide visibility to LSP issues and to work collaboratively with governments on mitigating or eliminating the effects. As in the case of individual LSP, associations should prioritize the issues that are of general relevance and represent market barriers to their members, such as standardization or tax/rule enforcement issues. Where possible, sector associations should work together and share resources. One area of possible collaboration is the design and implementation of marketing material (print and online) that demonstrates in a convincing way the capabilities of the service sector as a whole and the particular strengths of the sector in the various sub-regions of Northeast BC (South Peace, North Peace, Northern Rockies). BC-based associations should align their activities with relevant national associations, such as PSAC. This approach would provide even higher visibility of issues and give better access to associations representing the oil and gas services customers (mostly CAPP, SEPAC, CEPA, CAODC and CAGC).

Associations should encourage governments at all levels (provincial, regional, local) and public agencies to focus their immediate attention on issues that result in competitive

disadvantages for LSP. As such, official trade missions to key customer geographies could be continued. Further areas of potential government actions could include support of joint activities of associations and businesses, such as providing market intelligence, supplier pre-qualification services or the creation of promotional material. Moreover, associations should ask governments to continue to involve associations in the development of strategies and concepts to enable long-term sustainable economic growth. Issues include the reduction of administrative hurdles for oil and gas service customers, taxation issues, road access issues, or the planning of infrastructure to cope with increased oil and gas activity. Issues such as infrastructure planning also require the involvement of various levels of government to coordinate their activities.

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## APPENDIX 8 - Three-year Marketing Communication Plan for Large and Small LSP

| Marketing Communication Activities -> Large LSP | Typical Budget 2004/05 | 2005/06 | 2006/07 |
|---|---|---|---|
| **Communication Basics** | | | |
| ▪ Revise/create corporate design and produce related materials (stationery, business cards, give-aways) | $25,000 | $5,000 | $5,000 |
| ▪ Revise/create marketing literature (one brochure, 6-8 pages); update literature, as required | $15,000 | $3,000 | $6,000 |
| **Advertising** | | | |
| ▪ Design and place up to four ads in selected print and online media (e.g. Oilweek Magazine) | $20,000 | $20,000 | $20,000 |
| **Events and Trade Missions (excludes time costs)** | | | |
| ▪ BC Oil and Gas Conference (annual): Attend conference with two people, act as a conference sponsor, small booth at the exhibition | $10,000 | $10,000 | $10,000 |
| ▪ Pre-Drilling-Season Meeting (annual): Attend | Free | Free | Free |
| ▪ GO-EXPO: Gas and Oil Exposition: Exhibit on a 30 $m^2$ stand (1st year includes development/revision of stand, materials) | $25,000 | - | $15,000 |
| ▪ Global Petroleum Show: Exhibit on a 30 $m^2$ stand (1st year includes revision of stand, materials from GO-EXPO) | - | $30,000 | - |
| ▪ BC Trade Missions to Alberta (bi-annual): Participate with two people, small re-usable exhibit | $15,000 | $15,000 | $15,000 |
| ▪ Exhibit at one specialist exhibition (e.g. CSEG National Convention, on a 20 $m^2$ stand; re-used stand, materials) | $15,000 | $15,000 | $15,000 |
| ▪ Attend three other events as visitor, sponsor or participant (trade shows, golf tournaments etc.) | $15,000 | $15,000 | $15,000 |
| **Company Directories and Websites** | | | |
| ▪ Obtain listing in all relevant free (public) directories, including the Canadian Oil Register, NEABC, SciTech, Pennwell Oil and Gas Directory + Subscribe to Canadian Oil Register (excludes time costs) | $1,000 | $1,000 | $1,000 |
| ▪ Obtain listing at NSOCSF and PSAC (includes membership) | $4,000 | $4,000 | $4,000 |
| ▪ Create and maintain company website | $20,000 | $10,000 | $10,000 |
| ▪ Use one or two online information service (e.g. Nickle's Email Rig Alert) | $3,000 | $3,000 | $3,000 |

| | | | |
|---|---|---|---|
| Contingencies | | | |
| ▪ Miscellaneous | $20,000 | $20,000 | $20,000 |
| *Total* | *$188,000* | *$151,000* | *$139,000* |

The total amount of marketing communication expenditures peaks in the first year, as the company's marketing approach is re-positioned. Large LSP incur higher cost because expenditures for trade show booths and elaborate marketing materials should be appropriate for the size of the LSP organization. Advertising is a suitable option for large LSP.

| Marketing Communication Activities -> Small LSP | Typical Budget | | |
|---|---|---|---|
| | 2004/05 | 2005/06 | 2006/07 |
| Communication Basics | | | |
| ▪ Revise/create corporate design and produce related materials (stationery, business cards, give-aways) | $5,000 | $2,000 | $2,000 |
| ▪ Revise/create marketing literature (one brochure, 4-6 pages); update literature, as required | $5,000 | $1,000 | $2,000 |
| Advertising | | | |
| ▪ No advertising | - | - | - |
| Events and Trade Missions (excludes time costs) | | | |
| ▪ BC Oil and Gas Conference (annual): Attend conference with two people, small booth at exhibition | $5,000 | $5,000 | $5,000 |
| ▪ Pre-Drilling-Season Meeting (annual): Attend | Free | Free | Free |
| ▪ GO-EXPO: Gas and Oil Exposition: Exhibit on a 10 $m^2$ stand (1st year includes development/revision of stand, materials) | $8,000 | - | $8,000 |
| ▪ Global Petroleum Show: Exhibit on a 10 $m^2$ stand (1st year includes revision of stand, materials from GO-EXPO) | - | $10,000 | - |
| ▪ BC Trade Missions to Alberta (bi-annual): Participate with two people, small re-usable exhibit | $3,000 | $3,000 | $3,000 |
| ▪ Exhibit at one specialist exhibition (e.g. CSEG National Convention, on a 10 $m^2$ stand; re-used stand, materials) | $5,000 | $5,000 | $5,000 |
| ▪ Attend two other events as visitor or participant (trade shows, golf tournaments etc.) | $3,000 | $3,000 | $3,000 |
| Company Directories and Websites | | | |
| ▪ Obtain listing in all relevant free (public) directories, including the Canadian Oil Register, NEABC, SciTech, Pennwell Oil and Gas Directory + Subscribe to Canadian Oil Register (excludes time costs) | $1,000 | $1,000 | $1,000 |
| ▪ Obtain listing at NSOCSF and PSAC (includes membership) | $1,000 | $1,000 | $1,000 |

| | | | |
|---|---|---|---|
| ▪ Create and maintain company website | $5,000 | $2,000 | $2,000 |
| ▪ Use one online information service (e.g. Nickle's Email Rig Alert) | $1,000 | $1,000 | $1,000 |
| Contingencies | | | |
| ▪ Miscellaneous | $5,000 | $5,000 | $5,000 |
| ***Total*** | **$47,000** | **$39,000** | **$38,000** |

Expenditures for marketing communication are considerably less for small LSP than large LSP, with the elimination of spend on advertising. Trade show participation is scaleable to smaller sizes. The total spend peaks in the first year, as the company's marketing approach is re-positioned.

## APPENDIX 9 - Overview of Selected Marketing Communication Instruments

*Refer to attached document*

## Industry Events

| Event Name | Type | Description Focus | Organizer | Year | Date(s) | Location | Frequency | Cost | Priority | Link |
|---|---|---|---|---|---|---|---|---|---|---|
| **BC Oil & Gas Conference** | Conference with Exhibition | Key event for Northeast BC oil and gas service sector; provides ample opportunities to network; small focused exhibition; brings together O&G companies from Alberta with service sector companies active in B.C. | Fort Nelson & the Northern Rockies | 2004 | Sep 14-16 | Fort Nelson | Annual | $225 | Top Event | 2004: www.northernrockies.org |
| | | | TBA | 2005 | TBA | TBA | | | | |
| | | | TBA | 2006 | TBA | TBA | | | | |
| | | | TBA | 2007 | TBA | TBA | | | | |
| **Global Petroleum Show** | Exhibition with Conference | Largest oil and gas show in the world. In 2004 more than 50,000 visitors from around the world attended the show. Pivotal showcase for worl-class technology in the fields of exploration, production and transportation of oil and natural gas. | dmg world media | 2004 | June 7-10 | Calgary | Bi-annual (every 2 years) | $30 per sqft (basic stand indoors) | Top Event | www.petroleumshow.com |
| | | | | 2006 | June 13-15 | Calgary | | | | |
| **GO-EXPO: Gas and Oil Exposition** | Exhibition with Conference | Held in conjunction with the Petroleum Society's 56th Annual and Canadian International Petroleum Conference; showcases the latest innovations and most advanced technologies in the industry; expects over 18,000 visitors from over 50 countries | dmg world media | 2005 | June 7-9 | Calgary | Bi-annual (every 2 years) | $23 per sqft (basic stand indoors); visit exhibition for free | High | www.petroleumshow.com |
| | | | | 2007 | June | Calgary | | | | |
| **CSEG National Convention** | Conference and Exhibition | Exhibitors can reach more than 3000 delegates, representing every facet of today's geophysical and geological community. Share knowledge, services and products with Canada's largest gathering of geoscientists. | CSEG | 2005 | May 16-19 | Calgary | Annual | $1,500 for 100 sqft (bare stand, indoor); various sponsorship opportunities | High for companies providing services in exploration | www.csegconvention.org |
| | | | | 2006 | TBA | | | | | |
| | | | | 2007 | TBA | | | | | |

| Event Name | Type | Description/Focus | Organizer | Year | Date(s) | Location | Frequency | Cost | Priority | Link |
|---|---|---|---|---|---|---|---|---|---|---|
| International Pipeline Exposition (IPE) | Exhibition and Conference | The International Pipeline Conference (IPC) and the International Pipeline Exposition (IPE) were developed by the pipeline industry to meet the current and future technical, developmental and business needs of the industry. Close proximity of the conference sessions generates ample opportunities for interaction between conference delegates and IPE exhibitors. Expect over 3,000 visitors. | International Pipeline Expositions Ltd. | 2004 | Oct 4-8 | Calgary Telus Convention Centre | Bi-annual (every 2 years) | $2,600 for a standard 100 sqft booth (all inclusive); sponsorship opportunities $5-20k | High for service providers to the pipeline industry; otherwise nil | www.pipelineexpositions.com |
| | | | | 2005 | TBA | Calgary | | | | |
| **CADE/CAODC Drilling Conference** | Conference and exhibition | A forum for the exchange of the latest technical developments and operational information pertaining to the drilling industry. The Conference and the associated trade show offer an opportunity to share experiences with peers, and gain from the experiences of others. (Open to the Public) | CAODC | 2006 | N/A | N/A | Annual | N/A | Medium to High for service providers to drilling companies | www.caodc.ca |
| | | | | 2006 | N/A | N/A | | | | |
| | | | | 2007 | N/A | N/A | | | | |
| **Pre-Drilling-Season Meeting** | Conference | Representatives from the BC Oil and Gas Commission, BC Transportation, BC Ministry of Public Safety and Solicitor General, BC Workers' Compensation Board and local RCMP provide updates on issues that arose during the previous winter drilling season, and to give industry a "heads-up" on things they will be looking for in the upcoming season. | PSAC | 2004 | 14-Sep | Fort St John | Annual | Free | Medium to High for service providers to drilling companies | www.psac.ca/events |
| | | | | 2005 | N/A | N/A | | | | |
| | | | | 2007 | N/A | N/A | | | | |
| **Petroleum Industry's Annual Safety Seminar** | unknown | A forum for professional development, information sharing and safety improvement. A variety of presentation formats provide a lively forum for discussion of trends, new regulations, as well as the current state of the industry. (Open to the Public) | CAODC | 2005 | May 1-6 | N/A | Annual | N/A | Medium for HSE service providers to drilling companies | www.caodc.ca |
| | | | | 2006 | N/A | N/A | | | | |
| | | | | 2007 | N/A | N/A | | | | |

| Event Name | Type | Description/Focus | Organizer | Year | Date(s) | Location | Frequency | Cost | Priority | Link |
|---|---|---|---|---|---|---|---|---|---|---|
| **BC Geophysical Seminar** | unknown | Industry and Networking Event in BC, including golf tournament | CAGC and CAPP | 2004 | June 23-24 | Fort St. John | N/A | N/A | Medium to high for service providers to seismic companies | www.cagc.ca |
| **Red Deer Symposium** | Conference only | Presentations and discussions of oil and gas industry in Canada; geophysical contractors; golf tournament | CAGC and CAPP | 2004 | Sep 15-16 | Red Deer | Annual | $300 | Medium for service providers to seismic companies | www.cagc.ca |
| | | | | 2005 | N/A | N/A | | | | |
| | | | | 2006 | N/A | N/A | | | | |
| | | | | 2007 | N/A | N/A | | | | |
| **Canadian Drilling Activity Forecast, Fall Conference & Annual Dinner** | Conference only | Offers an opportunity for learning and sharing information on the critical issues affecting business growth in the petroleum service industry today. Provides latest information on research and development initiatives and incentives, labour issues, succession planning, Aboriginal community relations and more. Includes industry forecast session | PSAC | 2004 | Oct. 27-28 | Calgary | Annual | N/A | Low | www.psac.ca/events |
| **SPE International Conference** | Conference only | Conference Theme: "New Horizons in HSE: Dialogue, Commit, Deliver." This theme reflects the pace and change that is prevalent in the industry and as a result, the new horizons facing us in the areas of health, safety, and environment. | SPE | 2004 | March 29-31 | Calgary | Annual | N/A | Low | www.spe.org |
| **Oil Sands Trade Show & Conference** | Conference and exhibition | Show highlights the latest technologies and innovations available for this booming industry. The event features keynotes from industry leaders, project updates, and a series of leading technology presentations. The concurrent Canadian Heavy Oil Association's conference adds more potential visitors to the show. Over 275 companies exhibit. Expect over 2,500 delegates. | dmg world media | 2004 | Sep 8-9 | Fort McMurray, AB | Annual | $19 per sqft (basic stand indoors); appr. $300 for conference | Low | www.petroleumshow.com/o%2Fands |
| **CERI North American Natural Gas Conference & Calgary Energy Show** | Conference and exhibition | 13th annual event; appr. 250 participants; program currently developed; no plans beyond 2005 | CERI | 2005 | March 7-8 | Calgary, Telus Convention | N/A | N/A | Low | www.ceri.ca/events.htm |

## Directories and Listings (selected)

| Directory or Listing Name | Target Group (Oil & Gas Companies or Service Providers) | Number of records (as of Sept 04) | Number of Records in BC | Online | Print | Pros | Cons | Membership fee | Cost to List | Cost to Use | Value for LSP of getting listed | Value for LSP in research | Location | Link |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Business Directories** | | | | | | | | | | | | | | |
| **Canadian Oil Register** | **OG and SP** | 3,209 | 905 | Y | Y | Very popular; very comprehensive; free to list | Paid Access | n/a | Free (Public) | $295 / yr or $217 for printed copy | High | High | Calgary | www.canadianoilregister.com/order.asp |
| **Northern Society of Oilfield Contractors and Service Firms** | **SP** | 1,900 | 1,900 | Y | N | BC Focused, high relevance | Not available yet; limited reach | n/a | Free (Public) | Free (Public) | High | Medium | Fort St John | www.nsocsf.org |
| **Northeast Aboriginal Business Centre** | **SP** | 95 | 95 | Y | Y | BC Focused | Not focused on oil and gas company listings; limited reach | n/a | Free (Public) | Free (Public) | High for aboriginal LSP | Medium | Fort St. John | www.aboriginalbusinesscentre.com |
| **Sci-Tech North** | **OG and SP** | 118 | 118 | Y | N | BC Focused, high relevance | Relatively small directory; limited reach | n/a | Free (Public) | Free (Public) | High | Medium | Fort St. John | www.scitechnorth.bc.ca/scitechnorth/ChainView.do |
| **Canadian Institute of Mining, Metallurgy & Petroleum** | **OG** | 9,000 | 1,000 | N | Y | Relatively high BC participation; low list purchase price for public | Moderate membership fee | $125 - $1,000 / yr | Free for Members | $150 | Medium | Low | Montreal | www.cim.org/main_En.cfm |
| **Penwell - Oil and Gas Directory** | **OG and SP** | 15,570 | n/a (1,400 Canadian records) | N | Y | Free to list, low data purchase price for public, international exposure | Diluted focus of readers, may get lost in listing | n/a | Free (Public) | $120 US | Medium | Low | Houston | www.geophysicaldirectory.com/oil_and_gas_directory/index.htm |
| **Canadian Oilfield Service & Supply Directory** | **SP** | 11,000 | (Significant number) | Y | Y | Popular in industry, high number of BC listings | Low visibility of individual listing due to large size | n/a | $199+ | Free (Public) | Medium | Medium | Edmonton | www.cossd.com |
| **Canadian-Website** | **OG and SP** | 7,000 | 2,000 | Y | N | Reasonable listing rate and wide reach | Organization of list requires specific queries to hit targets | n/a | $500 + | Free (Public) | Low | Low | Calgary | www.canadian-website.com |
| **Membership Directories** | | | | | | | | | | | | | | |
| **Northern Society of Oilfield Contractors and Service Firms** | **SP** | Appr. 120 | Most | Y | N | BC Focused, high relevance, low membership fee | N/a | $200 | Free for Members | Free (Public) | High | Medium | Fort St John | www.nsocsf.org |
| **Petroleum Services Association of Canada** | **SP** | 300 | 10 | Y | Y | Large list and directory is free for public | High membership fee | $675 + $25 per employee per yr | Free for Members | Free (Public) | High | Medium | Calgary | www.psac.ca |

| Directory or Listing Name | Target Group (Oil & Gas Companies or Service Providers) | Number of records (as of Sept 04) | Number of Records in BC | Online | Print | Pros | Cons | Membership fee | Cost to List | Cost to Use | Value for LSP of getting listed | Value for LSP in research | Location | Link |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Canadian Association of Oilwell Drilling Contractors | SP | 250+ | n/a | Y | Y | Directory is free for public. Focused category of readership | High membership fee | $5,000 per year | Free for Members | Free (Public) | n/a | High | Calgary | www.caodc.ca |
| Small Explorers and Producers Association of Canada | OG | 400 | n/a | N | Y | Directory is free for public. Focused category of readership | Moderate membership fee | $375 - 1,000 | Free for Members | Free for Members | n/a | High (must be a member) | Calgary | www.sepac.ca |
| Canadian Association of Petroleum Producers | OG | 148 | 40 | N | Y | High proportion of BC Membership | Directory not available for non-members online, high membership fee | $3,000 + $2.2 per BOE | Free for Members | Free for Members | n/a | High (must be a member) | Calgary | www.capp.ca |

## Advertising and Public Relations (selected media)

| Publication Name | Target Group (Oil & Gas Companies or Service Providers) | Targeted Readers | Subscription Size | Cycle | Main Topic | Media | Pros | Cons | Cost per Full Page Ad (Print) Cost per Target (online) | Value for LSP (ads, PR) | Published by | Location | Link |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **PSAC Web Site** | SP | Management and Executives | 2,000 | Continuous | Articles for the oil and gas service sector | Online | Reputable | High cost, online and may be missed | $ 0.75 | Medium to high, if other LSP are targeted; otherwise low | Petroleum Services Association of Canada (PSAC) | Calgary | www.psac.ca/publications/pdf/web_add_rate.pdf |
| **On Stream** | SP | Management and Executives | 25,000 | Quarterly | Oilfield Service, Supply and Manufacturing | Magazine | Canadian content, prestigious, 3 months ad exposure | Quarterly exposure | $ 0.08 | Medium to high, if other LSP are targeted; otherwise low | Petroleum Services Association of Canada (PSAC) | Winnipeg | www.psac.ca/publications/ |
| **CAODC Oil Driller Magazine** | SP | Management and Executives of Drilling and Service Rig Companies | 221 | Twice per year | Oil Drilling Sector | Magazine | Reputable, highly targeted | High cost, Low frequency | $ 5.07 | Medium to high for LSP who target drilling companies | Canadian Association of Oilwell Drilling Contractors | Calgary | www.caodc.ca |
| **Oil and Gas Journal - Email List** | OG | Management and Engineers | 1,000 + | One Time | Petroleum News and Techology - Exploration, Drilling, Production, Refining | Email List | Direct contact, targeted message | Invasive marketing tactic, high cost | $ 0.43 | Medium to high for direct marketing | Pennwell | Houston, TX | ogj.pennnet.com/adinfo/ogj_online_ad_info.cfm?Section=About |
| **Oilweek Magazine** | OG and SP | Executives, managers and Technical Staff | 10,000 | Monthly | News and Developments in Canadian Oil Industry | Magazine | Canadian content, monthly updates, medium reach | medium cost, shorter exposure for ads | $ 0.35 | Medium | Junewarren | Edmonton | www.oilweek.com/ |
| **Oilpatch Marketplace (Web)** | SP | Engineers, Geologists, IT Personnel | 36,000 | Paid Period (per month) | Energy sector news and issues | Online | Canadian content, low cost, continuous updates, far reaching audience | Classified format, low prestigious advertising | $ 0.01 | Medium | Nickle's | Calgary | www.nickles.com |
| **The Source Magazine** | SP | Technical Geophysicist | 3,000 | Quarterly | Geophysical Industry News | Magazine | Specific content, reputable source | Medium cost and low exposure | $ 0.40 | Medium for LSP who target seismic companies | Canadian Association of Geophysical Contractors | Calgary | www.cagc.ca/pdf/source_specifications.pdf |

| Publication Name | Target Group (Oil & Gas Companies or Service Providers) | Targeted Readers | Subscription Size | Cycle | Main Topic | Media | Pros | Cons | Cost per Full Page Ad (Print) Cost per Target (online) | Value for LSP (ads, PR) | Published by | Location | Link |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Daily Oil Bulletin** | OG and SP | Oilpatch engineers, geologists and geophysicists | 14,400 (printed) and 23,000 (web) | Daily | Upcoming events, Announcements and Property Sales; no advertisement | Online and Fax | Daily updates - drives traffic to site | Medium-high total cost, short exposure | $ 0.04 | Low for advertising | Nickle's | Calgary | www.dailyoilbulletin.com/ |
| **Oil and Gas Journal** | OG | From Management and Engineers to Foreman | 31,354 | Weekly | For operating and management personnel of oil and gas companies worldwide. Detailed interpretation of world developments. Features deal with technology, operations, industry surveys, economics, and finance | Magazine | Weekly updates, high exposure | US-based, high cost; not enough relevance for BC | $ 0.25 | Low, unless very large LSP with ambitions outside Western Canada | Pennwell | Houston, TX | ogj.pennnet.com/adinfo/ogj_ratecard.cfm |
| **Oil and Gas Journal - Web Site** | OG | Management and Engineers | 41,520 | Continuous | Petroleum News and Techology - Exploration, Drilling, Production, Refining | Online | High exposure, continuous updates | US-based, medium cost | $ 0.12 | Low (see Oil and Gas Journal) | Pennwell | Houston, TX | ogj.pennnet.com/adinfo/ogj_online_ad_info.cfm?Section=About |

KPMG

## APPENDIX 10 - Overview of Target Customers Active in BC

*Refer to attached document*

## Demand Side Companies (active in British Columbia)

### Oil and Gas Companies: Exploration and Production

adj raw gas vol (e3m3)

| Top | Name of Company | Wells drilled in BC in last 12 mths | Gas Production in BC 2003 | Gas Production in BC Q1 2004 | Oil-related activities in BC | Location of Corporate HQ | Location of HQ in Canada | Local presence in N.E. BC? | Type of Oil and Gas Company | Company Size (Canada) | Company URL |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | encana oil & gas co. ltd. | 393 | 3,154,345 | 1,067,562 | None | Canada | AB - Calgary | Own | Integrated | XL | www.encana.com |
| 2 | canadian natural resources limited | 215 | 4,049,048 | 1,006,911 | Some | Canada | AB - Calgary | Own | E&P | XL | www.cnrl.com |
| 3 | burlington resources canada ltd. | 120 | 2,881,032 | 720,296 | None | U.S. | AB - Calgary | Own | E&P | XL | www.br-inc.com |
| 4 | devon canada corporation | 59 | 1,956,397 | 516,432 | None | U.S. | AB - Calgary | Own | E&P | XL | www.dvn.com |
| 5 | petro-canada oil and gas | 26 | 1,978,994 | 483,525 | None | Canada | AB - Calgary | Own | Integrated | XL | www.petro-canada.ca |
| 6 | talisman energy canada | 11 | 1,817,859 | 425,788 | None | Canada | AB - Calgary | Own | Integrated | XL | www.talisman-energy.com |
| 7 | anadarko canada corporation | 21 | 1,302,448 | 295,634 | None | U.S. | AB - Calgary | Own | E&P | L | www.anadarko.com |
| 8 | exxonmobil canada energy | n/a | 1,216,177 | 281,406 | None | U.S. | AB - Calgary | Own | Integrated | M | www.exxonmobil.com |
| 9 | penn west petroleum ltd. | 60 | 1,150,531 | 261,344 | None | Canada | AB - Calgary | Own | E&P | L | www.pennwest.com |
| 10 | dominion exploration canada ltd. | 30 | 898,604 | 225,990 | None | U.S. | AB - Calgary | Own | E&P | M | http://www.dom.com/about/companies/production/canada/index.jsp |
| 11 | imperial oil resources ltd. | n/a | 657,109 | 180,462 | None | U.S. | Other | Own | Integrated | XL | www.imperialoil.ca |
| 12 | apache canada ltd. | 29 | 812,629 | 140,197 | None | U.S. | AB - Calgary | No | E&P | L | http://www.apachecorp.com/world/canada.htm |
| 13 | murphy oil company ltd. | 6 | 984,864 | 134,837 | None | U.S. | AB - Calgary | Own | E&P | L | http://www.murphyoilcorp.com/ep/canada/default.asp?id=513 |
| 14 | bg canada exploration and production inc. | 6 | 431,389 | 133,044 | None | Other | AB - Calgary | Own | E&P | M | www.bg-group.com |

## Company Research - Exploration & Production

| Top | Name of Company | Wells drilled in BC in last 12 mths | Gas Production in BC 2003 (adj raw gas vol (e3m3)) | Gas Production in BC Q1 2004 | Oil-related activities in BC | Location of Corporate HQ | Location of HQ in Canada | Local presence in N.E. BC? | Type of Oil and Gas Company (search Definition 08) | Company Size (Canada) | Company URL |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 15 | husky oil operations ltd. | 77 | 461,473 | 130,135 | None | Canada | AB - Calgary | Own | Integrated | L | www.huskyenergy.ca |
| 16 | bp canada energy company | 6 | 333,378 | 116,960 | None | Other | AB - Calgary | Own | Integrated | XL | http://www.bp.com/sectiongenericarticle.do?categoryId=182&contentId=2000599 |
| 17 | pioneer natural resources canada inc. | 31 | 453,781 | 99,135 | None | U.S. | AB - Calgary | No | E&P | L | www.pioneercanada.com |
| 18 | enco gas ltd. | n/a | 387,956 | 83,343 | None | U.S. | AB - Calgary | n/a | E&P | S | N/A |
| 19 | fet gas production ltd. | 14 | 348,683 | 81,202 | n/a | Canada | AB - Calgary | n/a | E&P | S | www.focusenergytrust.com |
| 20 | pengrowth corporation | 13 | 316,965 | 80,715 | None | Canada | AB - Calgary | n/a | E&P | M | www.pengrowth.com |
| 21 | Progress Energy Trust | 48 | 202,461 | 74,259 | n/a | Canada | AB - Calgary | n/a | Income Trust | M | http://www.progressenergy.com |
| 22 | samson canada ltd. | 11 | 309,447 | 65,968 | | U.S. | AB - Calgary | Own | E&P | M | www.samson.com/canada.html |
| 23 | arc resources ltd. | 10 | 189,648 | 60,561 | Some | Canada | AB - Calgary | Own | E&P | | www.arcresources.com |
| 24 | suncor energy inc | 5 | 229,605 | 59,024 | Some | Canada | AB - Calgary | Own | Integrated | XL | www.suncor.com |
| 25 | conocophillips canada energy partnership | n/a | 190,982 | 43,581 | | U.S. | AB - Calgary | n/a | | | www.conocophillips.com |
| 26 | petrofund corporation | 4 | 169,065 | 42,402 | | Canada | AB - Calgary | No | E&P | | |

## Company Research - Exploration & Production

| Top | Name of Company | Wells drilled in BC in last 12 mths | adj raw gas vol (e3m3) Gas Production in BC 2003 | Gas Production in BC Q1 2004 | Oil-related activities in BC | Location of Corporate HQ | Location of HQ in Canada | Local presence in N.E. BC? | Search Definition Oil: Type of Oil and Gas Company | Company Size (Canada) | Company URL |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 27 | hawker resources inc. | 24 | 0 | 34,667 | Some | Canada | AB - Calgary | Own | E&P | | www.hawkerinc.com |
| 28 | calahoo petroleum ltd. | n/a | 95,437 | 26,287 | n/a | | | n/a | | S | |
| 29 | acclaim energy inc. | n/a | 42,361 | 25,006 | Some | Canada | AB - Calgary | Own | Income Trust | M | www.acclaimtrust.com |
| 30 | high point resources inc. | 23 | 129,515 | 23,616 | Some | Canada | AB - Calgary | Own | E&P | S | www.highpointres.com |
| 31 | cougar hydrocarbons inc. | 12 | 91,391 | 23,520 | n/a | Canada | AB - Calgary | Own | E&P | | |
| 32 | impact energy inc. | 11 | 64,517 | 22,836 | Some | Canada | AB - Calgary | | E&P | | www.impactenergy.ca |
| 33 | primewest energy inc. | 8 | 81,350 | 22,319 | Some | Canada | AB - Calgary | Own | E&P | S | www.primewestenergy.com |
| 34 | vintage petroleum canada, inc. | n/a | 74,836 | 21,751 | | U.S. | AB - Calgary | | E&P | S | www.vintagepetroleum.com |
| 35 | paramount resources ltd. | 7 | 92,110 | 20,452 | Some | Canada | AB - Calgary | Own | E&P | XL | www.paramountres.com |
| 36 | enermark inc. | n/a | 70,936 | 17,537 | Some | Canada | AB - Calgary | Own | Income Trust | M | www.enerplus.com |
| 37 | tercero resources company | n/a | 0 | 15,706 | | | | n/a | | | |
| 38 | advantage oil and gas ltd. | n/a | 57,471 | 14,837 | | Canada | AB - Other | n/a | E&P | | |
| 39 | northrock resources ltd. | n/a | 26,708 | 14,593 | | U.S. | | n/a | E&P | S | www.unocal.com |
| 40 | shiningbank energy ltd. | n/a | 57,117 | 14,254 | Some | Canada | AB - Calgary | Own | Income Trust | L | http://www.shiningbank.com |
| 41 | crescent point resources ltd. | 19 | 33,129 | 12,978 | Some | Canada | AB - Calgary | Own | Income Trust | L | http://www.crescentpointenergy.com |
| 42 | duvernay oil corp. | 14 | 41,315 | 12,589 | Some | Canada | AB - Calgary | Own | E&P | | http://www.duvernayoil.com |
| 43 | unocal canada limited | n/a | 45,088 | 10,268 | None | Canada | AB - Calgary | Own | E&P | | http://www.unocal.com |
| 44 | archean oil and gas ltd. | n/a | 37,688 | 10,217 | n/a | n/a | | n/a | n/a | | N/A |

## Company Research - Exploration & Production

search Definition Oil

| Top | Name of Company | Wells drilled in BC in last 12 mths | adj raw gas vol (e3m3) Gas Production in BC 2003 | Gas Production in BC Q1 2004 | Oil-related activities in BC | Location of Corporate HQ | Location of HQ in Canada | Local presence in N.E. BC? | Type of Oil and Gas Company | Company Size (Canada) | Company URL |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 45 | bonavista energy l.p. | n/a | 7,152 | 8,553 | None | Canada | AB - Calgary | No | Income Trust | XL | http://www.bonavistaenergy.com |
| 46 | canadian forest oil ltd. | n/a | 35,682 | 8,205 | None | U.S. | AB - Calgary | No | E&P | | |
| 47 | Sentra Resources Corporation | n/a | 0 | 7,659 | Focus | Canada | AB - Calgary | Own | E&P | S | http://www.sentraresources.com |
| 48 | starpoint energy ltd. | 5 | 0 | 6,815 | Some | Canada | AB - Calgary | Own | E&P | L | N/A |
| 49 | inisfail energy ltd. | n/a | 13,678 | 6,810 | Some | Canada | | Own | n/a | | N/A |
| 50 | sabre energy ltd. | n/a | 26,341 | 6,808 | n/a | Canada | AB - Calgary | | E&P | | N/A |
| 51 | dynamic oil & gas, inc. | n/a | 7,441 | 6,197 | Some | Canada | BC - Other | Own | E&P | M | http://www.dynamicoil.com |
| 52 | 1023095 alberta ltd. | n/a | 20,097 | 4,218 | n/a | n/a | n/a | n/a | n/a | | N/A |
| 53 | purcell energy ltd. | n/a | 30,503 | 5,396 | None | Canada | AB - Calgary | n/a | E&P | M | http://www.purcellenergy.com |
| 54 | kaiser energy ltd. | n/a | 14,805 | 3,329 | n/a | U.S. | AB - Calgary | n/a | E&P | S | N/A |
| 55 | harvard international resources ltd. | n/a | 12,938 | 2,975 | n/a | Canada | AB - Calgary | n/a | E&P | S | N/A |
| 56 | kinloch resources inc. | n/a | 23,872 | 2,101 | None | Canada | AB - Calgary | Own | n/a | S | http://www.kinlochresources.com |
| 57 | predator exploration ltd. | n/a | 10,044 | 2,074 | Some | Canada | AB - Calgary | Own | Exploration-focused | S | N/A |
| 58 | storm energy ltd. | 6 | 3,673 | 2,019 | n/a | Canada | AB - Calgary | n/a | Exploration-focused | M | N/A |
| 59 | coastal resources limited | n/a | 5,743 | 1,900 | n/a | Canada | AB - Calgary | n/a | E&P | S | N/A |
| 60 | centrica canada limited | n/a | 6,290 | 1,877 | None | Canada | Other | No | E&P | L | |
| 61 | terra energy corp. | n/a | 0 | 1,595 | Some | Canada | AB - Calgary | n/a | E&P | | |
| 62 | midnight oil & gas ltd. | n/a | 8,341 | 1,430 | Some | Canada | AB - Calgary | No | E&P | L | www.midnightoil.ca |
| 63 | quarry oil and gas ltd. | n/a | 13,177 | 1,413 | Some | Canada | AB - Calgary | Partner | Exploration-focused | S | www.quarryoilandgas.com |
| 64 | grey wolf exploration inc. | n/a | 9,870 | 1,372 | Some | Canada | AB - Calgary | Partner | E&P | S | |
| 65 | seneca energy canada inc. | n/a | 11,256 | 1,368 | Some | Canada | AB - Calgary | | E&P | S | |
| 66 | provident acquisitions inc. | n/a | 5,547 | 1,351 | n/a | Canada | AB - Calgary | n/a | n/a | S | |
| 67 | signalta resources limited | 3 | 907 | 1,257 | n/a | Canada | AB - Calgary | n/a | E&P | | www.signalta.com |
| 68 | hxc corporation | n/a | 3,729 | 1,225 | n/a | Canada | AB - Calgary | n/a | n/a | S | |
| 69 | energy explorer inc. | 3 | 0 | 1,209 | n/a | Canada | AB - Calgary | n/a | Exploration-focused | S | |
| 70 | international sovereign energy corp. | n/a | 5,354 | 1,106 | Some | Canada | BC - Other | Own | Exploration-focused | S | www.isove.com |
| 71 | superman resources inc. | n/a | 3,555 | 1,071 | n/a | Canada | AB - Calgary | n/a | n/a | S | |
| 72 | regent resources ltd. | n/a | 4,524 | 1,047 | n/a | Canada | AB - Calgary | n/a | Exploration-focused | S | |

## Company Research - Exploration & Production

adj raw gas vol (e3m3)

| Top | Name of Company | Wells drilled in BC in last 12 mths | Gas Production in BC 2003 | Gas Production in BC Q1 2004 | Oil-related activities in BC | Location of Corporate HQ | Location of HQ in Canada | Local presence in N.E. BC? | Type of Oil and Gas Company | Company Size (Canada) | Company URL |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 73 | r3 resources ltd. | n/a | 3,754 | 1,016 | n/a | Canada | AB - Calgary | n/a | n/a | S | |
| 74 | oiltec resources ltd. | n/a | 6,545 | 1,014 | Some | Canada | AB - Calgary | Partner | Exploration-focused | S | www.oiltec.ca |
| 75 | acanthus resources ltd. | n/a | 4,166 | 1,014 | n/a | Canada | AB - Calgary | n/a | Exploration-focused | S | |
| 76 | temple exploration inc. | n/a | 0 | 823 | | | | | | | |
| 77 | desmarais energy corporation | n/a | 581 | 763 | n/a | Canada | AB - Calgary | n/a | E&P | S | |
| 78 | jentar energy ltd. | n/a | 810 | 680 | | | | | | | |
| 79 | mancal energy inc. | n/a | 2,698 | 538 | None | Canada | AB - Calgary | No | E&P | S | |
| 80 | moreland resources inc. | n/a | 1,636 | 406 | | | | | | S | |
| 81 | seeker petroleum ltd. | n/a | 0 | 387 | | | | | | | |
| 82 | canol resources ltd. | n/a | 1,970 | 349 | | Canada | AB - Calgary | | E&P | | |
| 83 | 240689 alberta ltd. | n/a | 1,252 | 339 | | Canada | AB - Calgary | | | | |
| 84 | sunfire energy corporation | n/a | 1,334 | 332 | | | | | | | |
| 85 | canadian jorex limited | n/a | 1,269 | 298 | | Canada | AB - Calgary | | E&P | | |
| 86 | lightning energy ltd. | n/a | 0 | 292 | Some | Canada | AB - Calgary | Own | E&P | S | www.lightning-energy.ca |
| 87 | southpoint resources ltd. | 9 | 354 | 275 | None | Canada | AB - Calgary | No | Exploration-focused | S | |
| 88 | drake pacific enterprises ltd. | n/a | 1,121 | 273 | None | Canada | AB - Calgary | No | Exploration-focused | | |
| 89 | zapata energy corporation | n/a | 1,040 | 253 | Some | Canada | AB - Calgary | Own | E&P | S | www.zapata.ca |
| 90 | new century petroleum corporation | n/a | 151 | 244 | n/a | | | | | | |
| 91 | canpar holdings ltd. | n/a | 940 | 222 | n/a | Canada | AB - Calgary | | | | |
| 92 | sutton energy ltd. | n/a | 0 | 182 | | | | | | | |
| 93 | chirripo oil & gas ltd. | n/a | 1,019 | 149 | None | Canada | AB - Calgary | No | E&P | | |
| 94 | prairie pacific energy corporation | n/a | 1,483 | 132 | Focus | Canada | BC - Other | Own | Exploration-focused | S | www.ppec.c o n |
| 95 | longbow energy corp. | n/a | 23 | 88 | | Canada | AB - Calgary | Own | Exploration-focused | | www.longbowenergy.com/ |
| 96 | hunt oil company of canada, inc. | n/a | 709 | 87 | None | U.S. | AB - Calgary | No | E&P | | www.huntoil.com/hocc/ |
| 97 | tusk energy (ab production) inc. | n/a | 350 | 85 | | Canada | AB - Calgary | | E&P | S | www.tusk-energy.com |
| 98 | beowulf exploration corp. | n/a | 87 | 21 | | | | | | | |

## Company Research - Exploration & Production

adj raw gas vol (e3m3)

| Top | Name of Company | Wells drilled in BC in last 12 mths | Gas Production in BC 2003 | Gas Production in BC Q1 2004 | Oil-related activities in BC | Location of Corporate HQ | Location of HQ in Canada | Local presence in N.E. BC? | Type of Oil and Gas Company | Company Size (Canada) | Company URL |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 99 | 339576 b.c. | n/a | 53 | 17 | | | | | | | |
| 100 | everest energy inc. | n/a | 381 | 7 | | Canada | AB - Calgary | | E&P | | www.everestenergy.ca (not yet available) |
| 101 | ASSURE OIL & GAS CORP | 5 | 0 | 0 | Some | Canada | AB - Calgary | | E&P | | |
| 102 | barnwell of canada, limited | n/a | 193 | 0 | Some | U.S. | AB - Calgary | Own | Exploration-focused | | www.brninc.com |
| 103 | brooklyn energy corporation | n/a | 6,592 | 0 | Some | Canada | AB - Calgary | Own | E&P | | www.brooklynenergy.ca/ |
| 104 | CALPINE CANADA RESOURCES COMPANY | 12 | 0 | 0 | None | U.S. | AB - Calgary | | Income Trust | | www.calpine.com |
| 105 | CALVER RESOURCES INC. | 3 | 0 | 0 | None | Canada | AB - Calgary | | Exploration-focused | | www.calverresources.com/ |
| 106 | canadian superior energy inc. | n/a | 285 | 0 | Some | Canada | AB - Calgary | | E&P | | www.cansup.com |
| 107 | celsius energy resources ltd. | n/a | 1,253 | 0 | Some | U.S. | AB - Calgary | Own | E&P | | www.questarcorp.com |
| 108 | CHEVRON CANADA LIMITED | 3 | 0 | 0 | Focus | U.S. | BC - Other | Own | Marketing-focused | M | www.chevron.ca |
| 109 | courage energy inc. | n/a | 37 | 0 | Some | Canada | AB - Calgary | Own | E&P | S | www.courage-energy.com |
| 110 | CREW ENERGY INC. | 5 | 0 | 0 | None | Canada | AB - Calgary | | Exploration-focused | S | |
| 111 | dewpoint resources ltd. | n/a | 1,169 | 0 | | | | | | | |
| 112 | endless energy corp. | n/a | 1,652 | 0 | | U.S. | AB - Calgary | | Exploration-focused | | www.endlessenergy.com |
| 113 | ish energy ltd. | 3 | 3,428 | 0 | | | | | | | |
| 114 | ketch resources ltd. | n/a | 201 | 0 | | | | | | M | www.ketchresources.com |
| 115 | koch exploration canada ltd. | n/a | 1,933 | 0 | | U.S. | AB - Calgary | | E&P | | www.kochind.com |
| 116 | marathon canada limited | n/a | 170,665 | 0 | | U.S. | AB - Calgary | | E&P | | www.marathon.com |
| 117 | NEXEN CANADA LTD. | 57 | 0 | 0 | Focus | Canada | AB - Calgary | | E&P | | www.nexeninc.com |

| Top | Name of Company | Wells drilled in BC in last 12 mths | Gas Production in BC 2003 (e3m3) | Gas Production in BC Q1 2004 (e3m3) | Oil-related activities in BC | Location of Corporate HQ | Location of HQ in Canada | Local presence in N.E. BC? | Type of Oil and Gas Company | Company Size (Canada) | Company URL |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 118 | olympia energy inc. | n/a | 835 | 0 | | Canada | AB - Calgary | | E&P | | www.olympia-energy.com / www.providerenergy.com |
| 119 | PEACE RIVER CORPORATION | 3 | 0 | 0 | None | | | | Exploration-focused | | |
| 120 | pointwest energy inc. | n/a | 162,964 | 0 | | Canada | AB - Calgary | | E&P | | |
| 121 | RELENTLESS ENERGY CORPORATION | 6 | 0 | 0 | | | | | | | |
| 122 | sentra resources corporation | n/a | 15,780 | 0 | | Canada | AB - Calgary | | E&P | | www.bme.ca |
| 123 | shapco resources ltd. | 3 | 199 | 0 | | Canada | AB - Calgary | | E&P | | www.shapco.ab.ca |
| 124 | SHELL CANADA LIMITED | 2 | 0 | 0 | None | Other | AB - Calgary | Own | Integrated | XL | |
| 125 | stor oil & gas ltd. | n/a | 80,124 | 0 | | Canada | AB - Calgary | n/a | Integrated | | n/a |
| 126 | taurus exploration ltd. | n/a | 15,469 | 0 | | Canada | AB - Calgary | n/a | Exploration-focused | S | n/a |
| 127 | terragrande energy limited | n/a | 7,905 | 0 | Focus | Canada | BC - Other | No | E&P | S | n/a |
| 128 | Canadian Spirit Resources | n/a | 0 | 0 | None | Canada | AB - Calgary | | Exploration-focused | S | http://www.csri.ca/ |
| | **Total** | **1,441** | **28,714,770** | **7,200,807** | | | | | | | |

| Comments | Employees (Total - Canada) | Market Capitalization |
|---|---|---|
| Senior. Multinational. Parent: Encana Corporation. | 3654 (Encana Corp) | $25,280 Million (Encana Corp) |
| Senior - Parent: Burlington Resources Inc. Operations are focused in Western Canada, the North Sea and offshore West Africa. | 1671 (North America) | $10,491 Million |
| Includes Canadian Hunter, purchased in 2001; 700 employees | 1000 (Canada, est.) | $8.76 Billion |
| wholly owned subsidiary of Devon Energy Corp. Formerly Anderson Expl. | 1000 (Canada, est.) | $14.8 billion |
| One of the largest integrated oil and gas companies in Canada and a significant international player. | 4500 | $15,913 Million |
| Wholly owned subsidiary of Talisman Energy Inc. Formerly Petromet Resources | 50 (Talisman Energy Canada); (1,500 Talisman Energy) | $10,524 Million (Talisman Energy Inc.) |
| Wholly owned subsidiary of Anadarko Petroleum Corp. | 680 (Canada); 3,500 total | |
| Wholly owned subsidiary of ExxonMobil Corp. | 400 (Canada). 88,000 total | $246.4 billion (ExxonMobil Corp) |
| Senior | 500 | $3,365 Million |
| Wholly owned sub of Dominion Energy | 160 (Canada), 16,000 total | $21.30 Billion |
| Ultimate Parent: ExxonMobil Corp | 6,200 (Canada) | $22,155 Million |
| Ultimate Parent: Apache Corp. | 550 (Canada), 2,300 total | |
| Ultimate Parent: Murphy Oil Corp. | 250 (Canada), 4,000 total | |
| Wholly owned sub of BG Group. BG Canada bought El Paso Oil & Gas Canada (March 2004) whose property was in NE BC and Alberta. | N/A | N/A |

| Comments | Employees (Total - Canada) | Market Capitalization |
|---|---|---|
| Wholly owned sub of Husky Energy Inc. | 315 (Husky Oil Operations), 2,500 total Canada | $10,816 Million (Husky Energy) |
| Wholly owned sub of BP plc | 2,100 (Canada), 110,000 worldwide | N/A |
| Canadian Division of Pioneer Natural Resources | 70 (Canada), 1000 total | N/A |
| Ultimate Parent: Sumas Cogeneration Co. | 12 (Canada) | N/A |
| Wholly owned sub of (FET Resources) (ultimate parent: Focus Energy Trust) | 35 | 123730000 |
| subsidiary of PenGrowth Energy Trust | 170 | $2,355 Million |
| added to Manitoba CCA database in 2002. no website or directory listings found, internet mentions indicate they are HQ in Calgary | n/a | n/a |
| private subsidiary of Samson Investment Company (Tulsa, OK) | 123 | n/a |
| Subsidiary of ARC Energy Trust | n/a | n/a |
| Public parent operating through 4 segments: oil sands operation Fort McMurray, Alta.; conventional crude oil and natural gas exploration, acquisition and production in western Canada; refining and marketing of petroleum products in Ontario and Quebec; and | 3422 | |
| Petrofund Energy Trust through wholly owned Petrofund Corp., explores for, develops and produces oil and gas in western Canada. PC acquires, manages and disposes of petroleum and natural gas rights and royalties and related property rights and interests | n/a | n/a |

| Comments | Employees (Total - Canada) | Market Capitalization |
|---|---|---|
| Public Company. Explores for, | 15 | |
| 2000 - Samson Canada, Ltd. announced that an agreement had been reached whereby Samson acquired all of the outstanding common shares of Calahoo Petroleum Ltd. | n/a | n/a |
| Public, Parent - Calgary-based royalty trust focused, qualifies under the Canadian Income Tax Act as a mutual fund trust. | 145 | $1407 million |
| Public, Parent, Junior oil & gas company | 15 | $126.12 Million |
| September 2003 Cougar was sold to StarPoint Energy (Calgary) | n/a | n/a |
| April 2004, Thunder Energy merged with Impact Energy Inc.. Now operates as Thunder Energy Inc. | n/a | n/a |
| Subsidiary of Primewest Energy Trust | 148 | $45.59M |
| Private subsidiary of Vintage Petroleum Inc (Tulsa, OK) | 110 | n/a |
| Public, Parent | 194 | $1,043.89 Million |
| Energy investment fund. The fund's oil and gas operations are conducted by wholly owned EnerMark Inc., Enerplus Resources Corporation and Enerplus Oil & Gas Ltd. | n/a | 3,317 Million |
| No listings in business or telephone directories | | |
| Private company located in Grande Prairie, AB | n/a | n/a |
| Private subsidiary of Unocal Corp (El Segundo, CA) | 6 | n/a |
| Shiningbank Energy Income Fund | N/A | 1058563582 |
| Crescent Point Energy Trust | N/A | 377745857 |
| | 33 | N/A |
| | N/A | N/A |
| | N/A | N/A |

| Comments | Employees (Total - Canada) | Market Capitalization |
|---|---|---|
| Bonavista Energy Trust | N/A | 1881053901 |
| | N/A | N/A |
| Was Toro Energy Inc. | 11 | 36548208 |
| | 38 | 340815932 |
| Was for sale | N/A | N/A |
| | N/A | N/A |
| | 18 | 102902118 |
| | N/A | N/A |
| Junior E&P; acquired BelAir Energy | N/A | 66383487 |
| | 10 est | N/A |
| | 13 est | N/A |
| | N/A | 28095393 |
| | 8 est | 3043983 |
| Acquired by Harvest Energy Trust | 45 est | 203267654 |
| | 14 est | N/A |
| named Direct Energy Marketing Limited in B.C. | 2500 | N/A |
| Junior, Parent company : Terra Industries | N/A | N/A |
| | 27 | 156400000 |
| Controlled by Assure Energy; junior O&G company | 6 | 9710000 |
| Parent company : Abraxas Petroleum | 50 | N/A |
| Parent company : Seneca Resources Corp. ; Ultimate Parent Company : National Fule Gas Co. | 6 | N/A |
| Parent company : Provident Energy Trust | N/A | N/A |
| | N/A | N/A |
| | N/A | N/A |
| | N/A | N/A |
| | 20 | 10450000 |
| | 30 | |
| Parent company : Hambledon Estates Ltd | N/A | N/A |

| Comments | Employees (Total - Canada) | Market Capitalization |
|---|---|---|
| | 1 | N/A |
| | 25 | N/A |
| | N/A | N/A |
| Acquired gy Husky Energy in July 2004 | N/A | N/A |
| | 3 | 4620000 |
| | N/A | N/A |
| | N/A | N/A |
| Parent company : Mancal Group | 16 | http://www.manvest.com/mancalenergyhome.htm |
| junior company focusing on oil and natural gas in Western Canada | 6 | $145 million<br>$27 million |
| | N/A | N/A |
| oil and gas production and processing facilities, as well as undeveloped petroleum and natural gas rights, in Alberta and British Columbia | N/A | $92 million |
| oil and gas production and processing facilities, and undeveloped petroleum and natural gas rights in Alberta and British Columbia | | $3 million |
| Oil & Gas Exploration/Development<br>Wholly owned subsidiary of Hunt Oil Company<br>exploration, development and production of oil and gas in Western Canada | 17 | $148 million |

| Comments | Employees (Total - Canada) | Market Capitalization |
|---|---|---|
| Oil and Gas Exploration and Production<br>Parent Assure Energy controls Quarry Oil & Gas Limited, active in BC<br>A subsidiary of Barnell Industries. | | |
| Acquired by Lightning Energy Corp.<br>Calpine Fuel Company, Calpine Natural Gas Trust; responsibilities in CAN not clear<br>Uncoventional natural gas resources<br>Head office; Alberta based oil and natural gas company with operations in Canada<br>A private oil and gas producer based in Alberta, acquired by Enerplus resources Fund in 2004. It is a wholly-owned Canadian subsidiary of US-based Questar Market Resources. | | $250 million |
| Vancouver-based; 350 employees; focus on refining and retailing | 350 | |
| A junior oil and gas exploration and production company with operations in Alberta and British Columbia.<br>Formed in 2003, consolidated with Baytex Energy Trust | 24<br>n/a | <br>$156 million |
| Acquired Gauntlet Energy Corporation<br>part of a group of companies owned by Koch Mineral Services LLC.<br>Parent : Marathon Oil Company<br>Only light oil, no gas | 32 | $ 319 million |

| Comments | Employees (Total - Canada) | Market Capitalization |
|---|---|---|
| Recently acquired by Provident Energy Trust | | |
| CBM exploration in BC | | |
| Acquired by Hawker Resources Inc. | | |
| Still active; purchase property in AB and BC, but not listed in business or telephone directories. | | |
| Explores for, develops and produces oil and gas in western Canada. July 12, 2004 Blue Mountain and Sentra agreed to a combination by way of plan of arrangement whereby Blue Mountain and a wholly owned subsidiary will, subject to certain conditions, acqui | n/a | n/a |
| Propane | n/a | n/a |
| Public subsidiary of NV Koninklijke Nederlandsche Petroleum Maatschappij. Assess opportunities in unconventional gas in AB and BC | 3850 | |
| Appears to be an Alberta based oil distribution company | n/a | n/a |
| Oil & Gas exploration and consulting | n/a | n/a |
| Oil distribution company based in Montney, BC | n/a | n/a |
| Public, Parent - Focus on exploration and early exploitation of NGC (natural gas from coal) - unclear, whether active in BC | n/a | n/a |

## Demand Side Companies (active in British Columbia)

### Oil and Gas Companies: Pipeline Operator

| Top | Name of Company | Gas Pipelines in BC | Oil Pipelines in BC | Location of HQ | Location of HQ in Canada | Local presence in N.E. BC? | Type of Oil and Gas Company | Company Size (Canada) | Company URL |
|---|---|---|---|---|---|---|---|---|---|
| 1 | Alliance Pipeline Ltd. | Some | None | Canada | AB - Calgary | No | Marketing-focused | L | http://www.alliance-pipeline.com/default3.htm |
| 2 | EnCana Ekwan Pipeline Inc. | Focus | None | Canada | AB - Calgary | Own | Marketing-focused | S | http://www.encana.com/operations/upstream/ekwan_overview.html |
| 3 | Enbridge Inc. | Some | None | Canada | AB - Calgary | Own | Marketing-focused | XL | www.enbridge.com |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| 4 | Foothills Pipe Lines | Focus | n/a | Canada | AB - Calgary | Own | Marketing-focused | M | www.foothillspipe.com |
| 5 | Fort Chicago Energy Partners LP | Focus | n/a | Canada | AB - Calgary | Own | Marketing-focused | L | www.fortchicago.com/ |
| 6 | Pembina Pipeline Corp | n/a | Focus | Canada | AB - Calgary | Own | Marketing-focused | L | www.pembina.com |
| 7 | Terasen Pipelines | Some | Some | Canada | BC - Other | Own | Marketing-focused | L | http://www.terasen.com/Inc/OurBusinesses/TerasenPipelines.htm |
| 8 | TransCanada Corporation | Focus | Some | Canada | AB - Calgary | Own | Marketing-focused | XL | www.transcanada.com |
| 9 | Westcoast Energy | Focus | n/a | U.S. | BC - Other | Own | Marketing-focused | XL | https://noms.wei-pipeline.com/wwwIndex.html |

| Comments | Employees (Total - Canada) | Market Capitalization |
|---|---|---|
| Canadian operations: 1,560 km natural gas mainline pipeline, approximately 730 km of lateral pipelines connected to the System's mainline and 43 receipt locations. The Alliance concept is one of ownership of the pipeline system by a group of companies with interests in the energy business. Limited partners currently include affiliates of: Alliance Pipeline Limited Partnership ("Alliance Canada") owns the Canadian portion of the Alliance Pipeline system. | 220 | |
| EnCana has received NEB approval to construct and operate a sweet natural gas pipeline which will run eastward from the EnCana Sierra Gas Plant near Fort Nelson, B.C. to a tie-in point on the Nova Gas Transmission northwest mainline. | N/A | |
| Formerly a wholly-owned subsidiary of Interprovincial Pipe Line Inc. (IPL), became the parent company of Interprovincial on December 18, 1992. Enbridge's BC operations consist of the 50% ownership of Alliance Pipelines. | 1050 | |

| | |
|---|---|
| Foothills is owned by TransCanada PipeLines Limited. Foothills Pipe Lines is a major Canadian natural gas transportation company that delivers Canadian gas exports to the United States. Foothills is the Canadian owner of the Alaska Natural Gas Transportation System (ANGTS) and part owner of the Alaskan segment. Currently delivers approximately one-third of all Canadian gas exports to the lower 48 States. Foothills has applied to construct a pipeline to access reserves in the Mackenzie Delta. | 70 (est..) |
| Fort Chicago's BC operations consist of the 50% ownership of Alliance Pipelines. | N/A |
| The B.C. Pipelines include (i) the NEBC System, which consists of three crude oil gathering pipelines upstream of Taylor, British Columbia and the truck-unloading and pipeline terminal at Taylor; (ii) the Western System (which delivers into Prince George and Kamloops, B.C.); and (iii) the Taylor System (which is a crude oil gathering pipeline out of Taylor). | 300 (est) |
| Formerly Trans Mountain Pipe Line Company. Wholly-owned subsidiary of Terasen Inc. | 237 (est.) |
| Owned 100 per cent by the company, TransCanada's British Columbia System extends 200 kilometers from Alberta's western border through British Columbia to the U.S. border, serving markets in British Columbia as well as the Pacific Northwest, California and Nevada. | 2400 |
| Westcoast Energy was bought by Duke Energy | 5,500 (est.) |

## Demand Side Companies (active in British Columbia)

### Field Management Services Companies ("Consultants")

| Top | Name of Company | Provide Gas-related Services in BC | Provide Oil-related Services in BC | Location of HQ | Location of HQ in Canada | Local presence in N.E. BC? | Customer Focus: Type of Oil and Gas Company | Company Size (Canada) | Company URL |
|---|---|---|---|---|---|---|---|---|---|
| 1 | Windward Resources | Focus | n/a | Canada | BC - FSJ | Own | n/a | S | www.windwardresources.com |
| 2 | Pajak Engineering Ltd. | Some | n/a | Canada | AB - Calgary | n/a | n/a | M | www.pajakeng.com |
| 3 | Schlumberger - Oilfield Services | Focus | n/a | U.S. | AB - Calgary | Own | n/a | XL | www.oilfield.slb.com |
| 4 | D.L.M. Oilfield Supervision Ltd. | Some | Some | Canada | n/a | n/a | n/a | S | http://www.dlmoil.com/ |

| Comments | Employees | Market Capitalization |
|---|---|---|
| B.C. owned and operated; oilfield management; uses mostly B.C. resources; has set of preferred suppliers who receive requests for quotes | 27 | n/a |
| Oilfield supervision and project management; land and off-shore; nationally and internationally | 40 | n/a |
| Global provider of oilfield and seismic services; provides Integrated Project Management Services, mainly to oil companies, but also to gas companies; Schlumberger owns seismic company WesterGeco (jointly with Baker Hughes) | 50,000 in 100 countries (Schlumberger) | Revenue in 2003: US$10.1 billion (Schlumberger) |
| D.L.M. has provided on site supervision of 800+ Horizontal wells in Sask., Alberta, B.C., Manitoba and several in the State of N. Dakota and Montana. D.L.M. also does complete project management, well programming A.F.E.'s and bidding services. Headquartered in Carnevale, SK. | 30 | 2002 Annual Sales: $2,400,000 Can. |

## Demand Side Companies (active in British Columbia)

### Drilling Companies

| Top | Name of Company | Drilling for Gas in BC | Drilling for Oil in BC | Location of HQ | Location of HQ in Canada | Local presence in N.E. BC? | Customer Focus: Type of Oil and Gas Company | Company Size (Canada) | Company URL |
|---|---|---|---|---|---|---|---|---|---|
| 1 | AKITA Drilling Ltd | Some | Some | Canada | AB - Calgary | No | E&P | M | www.akita-drilling.com |
| 2 | Beaver Drilling Ltd | Some | Some | Canada | AB - Calgary | No | E&P | S | www.beaverdrilling.com |
| 3 | Chinook Drilling | Some | Some | Canada | AB - Calgary | No | E&P | M | http://www.totalenergy.to/pages/discipline.asp |
| 4 | Cora Lynn Drilling | Some | Some | Canada | AB - Other | No | E&P | S | www.coralynn.com |
| 5 | Drillers Technology Corp. | Some | Some | Canada | AB - Calgary | | E&P | S | www.drillerstech.com |
| 6 | Ensign Resource Service Group | Some | Some | Canada | AB - Calgary | Own | | XL | http://www.ensigngroup.com/services/can_drill.html |
| 7 | Jade Drilling Inc. | Some | Some | Canada | AB - Other | No | E&P | S | www.jadedrilling.com |
| 8 | Kinnell Drilling Ltd. | Some | Some | Canada | AB - Calgary | No | E&P | S | www.kinnell.com |
| 9 | Lakota Drilling | Some | Some | Canada | AB - Calgary | No | E&P | S | www.westernlakota.com |
| 10 | Nabors Drilling | Some | Some | U.S. | AB - Calgary | Own | E&P | XL | http://www.nabors.com/canada/ufic6.asp |
| 11 | Phelps Drilling Co | Some | Some | U.S. | AB - Calgary | No | E&P | S | N/A |
| 12 | Precision Drilling | Some | Some | Canada | AB - Calgary | Own | E&P | XL | www.precisiondrilling.com |
| 13 | Seamans Drilling | Some | Some | Canada | AB - Calgary | n/a | E&P | S | N/A |
| 14 | Terroco Drilling | Some | Some | Canada | AB - Other | No | E&P | S | http://www.terroco.com/ |
| 15 | Trailblazer Drilling | Some | Some | Canada | AB - Calgary | No | E&P | S | http://www.savannaenergy.com/tb_home.html |
| 16 | Trinidad Drilling | Focus | Some | Canada | AB - Calgary | No | E&P | S | www.trinidaddrilling.com |

| Comments | Employees (Total - Canada) | Market Capitalization |
|---|---|---|
| 26 drilling rigs, all depth ranges | 650 | |
| 13 rigs | 200 | |
| 7 rigs. Wholly owned sub of Total Energy Services Ltd. | 150 | |
| 27 rigs. Wholly owned sub of Mullen Transportation Inc. | 50 | |
| 5 rigs in Canada, 1 in Alaska and joint venture with 8 rigs in Mexico. | 125 | |
| 144 rigs. Canada's second largest land-based drilling contractor and third largest well servicing contractor. Ensign Drilling Partnership, which comprises five separate divisions: Ensign Drilling and Tri-City Drilling – based in Nisku, Alberta; Champion Drilling – based in Brooks, Alberta; Big Sky Drilling - based in Oxford, Saskatchewan; and Encore Coring & Drilling - based in Calgary, Alberta. | 4,000 | |
| 16 rigs | 200 | |
| 6 rigs | 100 | |
| 13 rigs. Wholly owned by Western Lakota Energy Services Ltd. (Aboriginal group) | 100 | |
| 82 rigs. Wholly owned by Nabors Industries | 1000 (Canada) | |
| 16 rigs. Wholly owned by Patterson Uti Energy Inc. | 265 (est.) | |
| 460 rigs (est.) | 8000 (est.) | |
| 6 rigs | 110 (est.) | |
| 8 rigs | 150 | |
| 10 rigs. Wholly owned by Savanna Energy Services | 70 (est.) | |
| 31 rigs | 500 | |

## Demand Side Companies (active in British Columbia)

### Geological / Geophysical Companies

| Top | Name of Company | Provide Gas-related Services in BC | Provide Oil-related Services in BC | Location of HQ | Location of HQ in Canada | Local presence in N.E. BC? | Customer Focus: Type of Oil and Gas Company | Company Size (Canada) | Company URL |
|---|---|---|---|---|---|---|---|---|---|
| 1 | Airborne Energy Solutions | Some | Some | Canada | AB - Calgary | Own | E&P | L | www.airbornesolutions.com |
| 2 | Aguila Exploration Consultants Ltd. | Some | Some | Canada | AB - Calgary | Own | E&P | | www.aguilaexpl.com |
| 3 | Arcis Corporation | Some | Some | Canada | AB - Calgary | Own | E&P | M | www.arcis.com |
| 4 | Bighorn Land & Field Service Ltd. | Some | Some | Canada | AB - Calgary | Own | E&P | S | www.bighornland.com |
| 5 | Canadian Landmasters Resource Services | Some | Some | Canada | AB - Calgary | No | E&P | M | www.landmasters.ca |
| 6 | Complete Land Services Ltd. | Some | Some | Canada | AB - Calgary | Own | Integrated | S | www.completeland.com |
| 7 | Cossack Land Services | Some | Some | Canada | AB - Calgary | No | E&P | S | www.cossackland.ca |
| 8 | Data Trek Exploration | n/a | n/a | Canada | BC - Other | No | E&P | S | N/A |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| 9 | Destiny Resource Services | Some | Some | Canada | AB - Calgary | n/a | E&P | M | www.destiny-resources.com |
| 10 | Divestco Inc. | Some | Some | Canada | AB - Calgary | n/a | Integrated | M | www.divestco.com |
| 11 | Synterra Technologies | Some | Some | Canada | AB - Calgary | n/a | E&P | M | www.synterratech.com |
| 12 | Trace Energy Services | Some | Some | Canada | AB - Calgary | n/a | E&P | S | www.traceenergy.com |
| 13 | WesternGeco | Focus | Some | Other | Other | n/a | E&P | L | www.westerngeco.com |

| Comments | Employees | Market Capitalization |
|---|---|---|
| Provides remote gas plant operating and maintenance services,pipeline integrity inspections and pipeline data systems, aerial mapping, surveying and GIS services, geophysical support, as well as conventional rotary wing and fixed wing charter services. | 300 (est) | |
| Geoscience, specifically geophysical acquisition project management, is core business. | N/A (12 corporate) | |
| Geophysical, surveys, seismic, data brokerage | 70 (est.) | |
| Provides geophysical approval, surveying, mapping, reclamation services etc. | 12 (full time) 50 (contract) | |
| Consulting Services; Environmental Consultants; Environmental Inspection; Information Retrieval; Information Services; Land Information; Lease Brokers & Land Agents; Leasing; Seismic Permitting; Software-Petroleum | 30 (est.) | |
| Geophysical exploration service company specializing in seismic acquisition project management, geomatic services and high quality digital mapping. | 10 (est) | |
| Mapping services company that specializes in providing high quality products to the seismic industry | 5 (est) | |
| Geophysical data acquisition | 20 | |

| | |
|---|---|
| Destiny provides services to energy explorers and producers in three of the primary phases of oil and gas exploration and production: Seismic Front-End Services is comprised of seismic survey and mapping services, seismic line clearing and shothole drilling. Surface Preparation Services includes wellsite preparation, oilfield road and lease construction and maintenance as well as wellsite reclamation. Post-Drilling Services focuses on pipeline gathering systems and facility construction, piping and structural fabrication and managed oilfield maintenance contracting | 1000 |
| Specializes in Oil & Gas mapping and data retrieval, seismic interpretation, mineral rights divestment, and seismic data services. | 65 |
| Geophysical consulting and service company | 20 (est) |
| Privately owned geophysical company specializing in the acquisition of conventional and heliportable, land based 2D and 3D surveys. | 15 (est) |
| Wholy owned sub of Schlumberger. Offers comprehensive resources for high-quality conventional seismic data acquisition on land and across shallow-water transition zones and proprietary Q-Land services. | 40 (est.) |

## APPENDIX 11 - Land Tenure Holders in Northeast BC

*Refer to attached document*

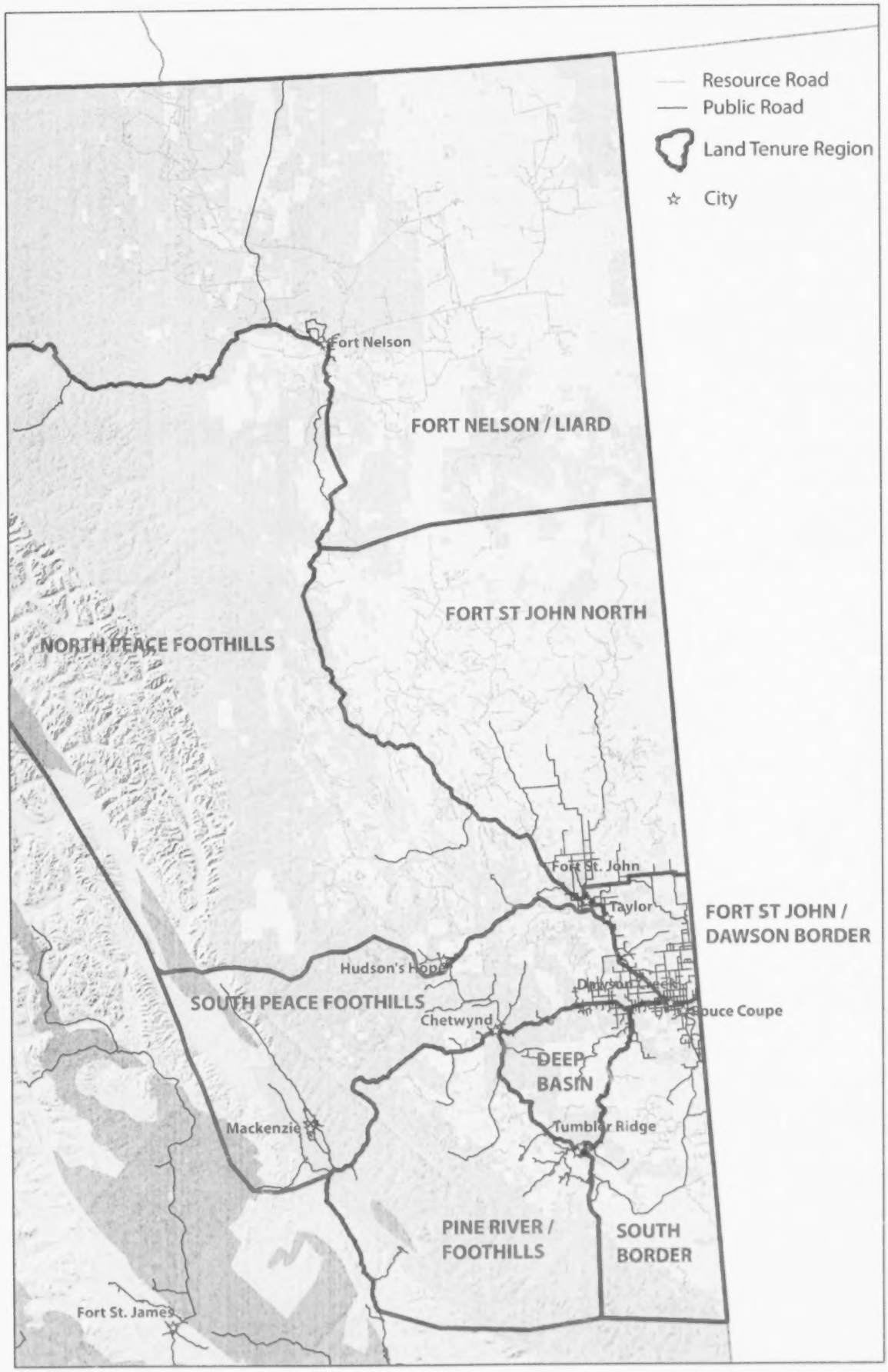
# Petroleum and Natural Gas Land Tenure Holders

## Northeastern British Columbia
## August 2004

BRITISH COLUMBIA

MINISTRY OF ENERGY AND MINES
OIL & GAS DIVISION

Resource Road
Public Road
Land Tenure Region
City
Fort Nelson
FORT NELSON / LIARD
FORT ST JOHN NORTH
NORTH PEACE FOOTHILLS
Fort St. John
Taylor
FORT ST JOHN / DAWSON BORDER
Hudson's Hope
Dawson Creek
Pouce Coupe
SOUTH PEACE FOOTHILLS
Chetwynd
DEEP BASIN
Mackenzie
Tumbler Ridge
PINE RIVER / FOOTHILLS
SOUTH BORDER
Fort St. James


Resource Road
Public Road
Land Tenure Region
City
Fort Nelson
FORT NELSON / LIARD
FORT ST JOHN NORTH
NORTH PEACE FOOTHILLS
Fort St. John
Taylor
FORT ST JOHN /
DAWSON BORDER
Hudson's Hope
SOUTH PEACE FOOTHILLS
Chetwynd
DEEP
BASIN
Mackenzie
Tumbler Ridge
PINE RIVER /
FOOTHILLS
SOUTH
BORDER
Fort St. James

# NORTHEAST BRITISH COLUMBIA

| LAND HOLDER (SOLE OR MAJORITY) | # of properties | Area (sq. km.) | % of total Land |
|---|---|---|---|
| CANADIAN NATURAL RESOURCES LIMITED | 2330 | 6761.2515 | 8.52% |
| ENCANA OIL & GAS CO. LTD. | 809 | 6258.3051 | 7.88% |
| SCOTT LAND & LEASE LTD. | 1158 | 5928.0059 | 7.47% |
| ENCANA CORPORATION | 665 | 4268.0834 | 5.38% |
| BURLINGTON RESOURCES CANADA (HUNTER) LTD | 706 | 2964.8914 | 3.73% |
| DEVON CANADA CORPORATION | 739 | 2903.3789 | 3.66% |
| ANADARKO CANADA CORPORATION | 615 | 2804.7923 | 3.53% |
| SEKANI RESOURCES LTD. | 529 | 2698.5289 | 3.40% |
| PETRO-CANADA | 722 | 2148.4869 | 2.71% |
| CANADIAN COASTAL RESOURCES LTD. | 386 | 2146.174 | 2.70% |
| DEVON ARL CORPORATION | 427 | 2138.5042 | 2.69% |
| WINDFALL RESOURCES LTD. | 418 | 2084.2531 | 2.63% |
| W. J. QUINN CONSULTING SERVICE | 318 | 1840.5275 | 2.32% |
| SASKATOON ASSETS INC. | 279 | 1655.4521 | 2.09% |
| PENGROWTH CORPORATION | 514 | 1465.2676 | 1.85% |
| WESTERN LAND SERVICES CO. LTD. | 353 | 1436.1486 | 1.81% |
| TALISMAN ENERGY INC. | 497 | 1412.6756 | 1.78% |
| HUSKY OIL OPERATIONS LIMITED | 269 | 1359.2752 | 1.71% |
| PETROLAND SERVICES (1986) LTD. | 245 | 1320.8071 | 1.66% |
| BURLINGTON RESOURCES CANADA LTD. | 283 | 1313.0982 | 1.65% |
| DOMINION EXPLORATION CANADA LTD. | 536 | 1297.7321 | 1.63% |
| PENN WEST PETROLEUM LTD. | 343 | 1268.1375 | 1.60% |
| BP CANADA ENERGY COMPANY | 178 | 1238.0322 | 1.56% |
| MAVERICK LAND CONSULTANTS (87) INC. | 221 | 1227.9804 | 1.55% |
| MERIDIAN LAND SERVICES (90) LTD. | 259 | 1224.3082 | 1.54% |
| ALTERREN LAND SERVICES LTD. | 172 | 853.8084 | 1.08% |
| PIONEER NATURAL RESOURCES CANADA INC. | 201 | 793.5481 | 1.00% |
| WILD ROSE LAND SERVICES LTD. | 121 | 738.0119 | 0.93% |
| TOWNSHIP LAND CO. LTD. | 97 | 726.828 | 0.92% |
| BRITT RESOURCES LTD. | 117 | 596.3452 | 0.75% |
| MERIDIAN LAND SERVICES (84) LTD. | 84 | 580.2601 | 0.73% |
| PROGRESS ENERGY LTD. | 230 | 485.3583 | 0.61% |
| IMPERIAL OIL RESOURCES | 166 | 450.7975 | 0.57% |
| STANDARD LAND COMPANY INC. | 110 | 432.011 | 0.54% |
| NEXEN CANADA LTD. | 69 | 428.3636 | 0.54% |
| BG CANADA EXPLORATION AND PRODUCTION | 81 | 412.7105 | 0.52% |
| SAMSON CANADA LTD. | 184 | 408.5716 | 0.51% |
| CONOCOPHILLIPS CANADA RESOURCES CORP. | 57 | 401.5106 | 0.51% |
| SHELL CANADA LIMITED | 56 | 393.6737 | 0.50% |
| SUNCOR ENERGY INC. | 252 | 393.2714 | 0.50% |
| DEN-MARA ENTERPRISES LTD. | 118 | 370.0096 | 0.47% |
| ENERMARK INC. | 90 | 353.5828 | 0.45% |
| CANADIAN FOREST OIL LTD. | 78 | 302.9478 | 0.38% |
| CANADIAN LANDMASTERS RESOURCE | 99 | 280.1793 | 0.35% |
| EXXONMOBIL CANADA ENERGY | 41 | 252.3649 | 0.32% |
| ISH ENERGY LTD. | 93 | 249.7009 | 0.31% |
| IMPERIAL OIL RESOURCES LIMITED | 57 | 228.5605 | 0.29% |
| CAVALIER LAND LTD. | 38 | 219.7806 | 0.28% |
| APACHE CANADA LTD. | 81 | 218.6484 | 0.28% |
| ENCO GAS LTD. | 83 | 211.6027 | 0.27% |
| BP CANADA ENERGY RESOURCES COMPANY | 37 | 206.505 | 0.26% |
| THUNDER CREEK RESOURCES LTD. | 22 | 201.475 | 0.25% |
| ARC PETROLEUM INC. | 79 | 196.2435 | 0.25% |
| PIONEER LAND SERVICES LTD. | 72 | 196.0265 | 0.25% |

| | | | |
|---|---|---|---|
| DYNAMIC OIL & GAS INC. | 24 | 187.9334 | 0.24% |
| ANTELOPE LAND SERVICES LTD. | 32 | 185.6872 | 0.23% |
| PETROFUND CORP. | 68 | 182.0469 | 0.23% |
| HARVEST OPERATIONS CORP. | 51 | 181.9347 | 0.23% |
| CALAHOO PETROLEUM LTD. | 76 | 172.6753 | 0.22% |
| CHEVRON CANADA LIMITED | 16 | 171.2354 | 0.22% |
| FOUR WEST LAND CONSULTANTS LTD. | 32 | 170.9639 | 0.22% |
| VINTAGE PETROLEUM CANADA INC. | 56 | 167.51 | 0.21% |
| CEP INTERNATIONAL PETROLEUM LTD. | 1 | 161.1671 | 0.20% |
| IMPACT ENERGY INC. | 48 | 150.8445 | 0.19% |
| ACCLAIM ENERGY INC. | 49 | 147.4815 | 0.19% |
| BRISTOL LAND & LEASING LTD. | 20 | 138.4356 | 0.17% |
| PEACE RIVER CORPORATION | 5 | 135.4516 | 0.17% |
| SANDSTONE LAND & MINERAL COMPANY LTD. | 71 | 135.0763 | 0.17% |
| DUVERNAY OIL CORP. | 21 | 127.3979 | 0.16% |
| FET GAS PRODUCTION LTD. | 21 | 124.4009 | 0.16% |
| RESOLUTE ENERGY INC. | 38 | 118.1436 | 0.15% |
| HUNT OIL COMPANY OF CANADA INC. | 61 | 117.4077 | 0.15% |
| TERCERO RESOURCES COMPANY | 30 | 116.3972 | 0.15% |
| ADVANTAGE OIL & GAS LTD. | 28 | 109.6672 | 0.14% |
| KOCH EXPLORATION CANADA CORPORATION | 11 | 99.263 | 0.13% |
| BONAVISTA PETROLEUM LTD. | 28 | 97.2367 | 0.12% |
| FET RESOURCES LTD. | 17 | 96.8342 | 0.12% |
| CALPINE CANADA RESOURCES COMPANY | 37 | 96.7586 | 0.12% |
| COURAGE ENERGY INC. | 43 | 95.1142 | 0.12% |
| RUSTUM PETROLEUMS (1993) LIMITED | 16 | 94.6488 | 0.12% |
| RANGER LAND SERVICES LTD. | 6 | 92.2068 | 0.12% |
| HAWKER RESOURCES INC. | 32 | 91.9674 | 0.12% |
| PRIMEWEST ENERGY INC. | 37 | 90.323 | 0.11% |
| ROLAND RESOURCES (87) INC. | 7 | 89.2483 | 0.11% |
| KAISER ENERGY LTD. | 42 | 84.4995 | 0.11% |
| PURCELL ENERGY LTD. | 14 | 82.1175 | 0.10% |
| TOM BROWN RESOURCES LTD. | 9 | 80.842 | 0.10% |
| ASPECT ENERGY LTD. | 5 | 73.8381 | 0.09% |
| SENTRA RESOURCES CORPORATION | 34 | 73.2973 | 0.09% |
| APPALOOSA RESOURCES INC. | 12 | 73.1041 | 0.09% |
| VIRTUS ENERGY LTD. | 16 | 71.3383 | 0.09% |
| PARAMOUNT RESOURCES LTD. | 18 | 68.6748 | 0.09% |
| MINERAL CONSULTING SERVICES LTD. | 9 | 68.0985 | 0.09% |
| ARCHEAN OIL AND GAS LTD. | 21 | 67.9379 | 0.09% |
| UNOCAL CANADA LIMITED | 31 | 67.3243 | 0.08% |
| COUGAR HYDROCARBONS INC. | 34 | 65.4494 | 0.08% |
| PENGROWTH ACQUISITION CORPORATION | 11 | 63.0126 | 0.08% |
| HIGH POINT RESOURCES INC. | 12 | 58.4139 | 0.07% |
| BAYTEX ENERGY LTD. | 22 | 57.747 | 0.07% |
| SOUTHPOINT RESOURCES LTD. | 24 | 54.3132 | 0.07% |
| SHININGBANK ENERGY LTD. | 19 | 53.6184 | 0.07% |
| SIGNALTA RESOURCES LIMITED | 18 | 52.5528 | 0.07% |
| ROSETTA EXPLORATION INC. | 5 | 52.1578 | 0.07% |
| TERRA ENERGY CORP. | 27 | 49.9942 | 0.06% |
| INISFAIL ENERGY LTD. | 25 | 48.7582 | 0.06% |
| CANPAR HOLDINGS LTD. | 2 | 44.2906 | 0.06% |
| BENCHMARK LAND & MINERAL COMPANY LTD | 3 | 43.0666 | 0.05% |
| QUESTERRE BEAVER RIVER INC. | 4 | 42.83 | 0.05% |
| CRESCENT POINT RESOURCES LTD. | 13 | 42.2917 | 0.05% |
| NORTHROCK RESOURCES LTD. | 11 | 38.9811 | 0.05% |
| ALTIA ENERGY LTD. | 13 | 38.5615 | 0.05% |

| | | | |
|---|---|---|---|
| CANADIAN SUPERIOR ENERGY INC. | 5 | 38.0017 | 0.05% |
| MURPHY OIL COMPANY LTD. | 19 | 34.428 | 0.04% |
| ANADARKO CANADA ENERGY CO. | 5 | 34.3472 | 0.04% |
| EOG RESOURCES CANADA INC. | 6 | 33.8972 | 0.04% |
| CREW ENERGY INC. | 12 | 33.5641 | 0.04% |
| STARPOINT ENERGY LTD. | 15 | 32.8127 | 0.04% |
| O & G RESOURCE GROUP LTD. | 6 | 31.9721 | 0.04% |
| GAUNTLET ENERGY CORPORATION | 17 | 30.6547 | 0.04% |
| CANADA SOUTHERN PETROLEUM LTD. | 11 | 30.4676 | 0.04% |
| GENEX ENERGY INC. | 12 | 30.4113 | 0.04% |
| ALLIED LAND SERVICES (1978) LTD. | 3 | 30.1004 | 0.04% |
| DEVON AOG CORPORATION | 3 | 29.2011 | 0.04% |
| SOO LINE RESOURCE GROUP LTD. THE | 3 | 27.5814 | 0.03% |
| 1023095 ALBERTA LTD. | 3 | 23.685 | 0.03% |
| COASTAL RESOURCES LIMITED | 6 | 21.5205 | 0.03% |
| SILVERWING ENERGY INC. | 9 | 19.7699 | 0.02% |
| SUPERMAN RESOURCES INC. | 15 | 19.2837 | 0.02% |
| BANCROFT OIL AND GAS LTD. | 7 | 18.9248 | 0.02% |
| ENER-QUEST RESOURCES LTD. | 6 | 18.4101 | 0.02% |
| FOUR WEST LAND CONSULTANTS (1995) LTD. | 1 | 18.0582 | 0.02% |
| HARVARD INTERNATIONAL RESOURCES LTD. | 8 | 17.527 | 0.02% |
| PREDATOR EXPLORATION LTD. | 6 | 17.014 | 0.02% |
| ENERGY EXPLORER INC. | 7 | 16.0049 | 0.02% |
| LUKE ENERGY LTD. | 3 | 15.9566 | 0.02% |
| ACANTHUS RESOURCES LTD. | 3 | 15.417 | 0.02% |
| AMERICAN TRADING AND PRODUCTION | 2 | 14.1733 | 0.02% |
| MARAUDER RESOURCES WEST COAST INC. | 3 | 14.0322 | 0.02% |
| MILLPORT HYDROCARBONS INC. | 1 | 13.9082 | 0.02% |
| COMPTON PETROLEUM CORPORATION | 5 | 12.6529 | 0.02% |
| QUARRY OIL & GAS LTD. | 4 | 11.3608 | 0.01% |
| CHOWADE ENERGY INC. | 4 | 11.3505 | 0.01% |
| KETCH RESOURCES LTD. | 4 | 11.3299 | 0.01% |
| LIGHTNING ENERGY LTD. | 4 | 11.3257 | 0.01% |
| DEWINTON OILFIELD TRADING COMPANY INC. | 4 | 11.1608 | 0.01% |
| VINTAGE PETROLEUM CANADA INC. (100) | 5 | 11.0954 | 0.01% |
| ENDLESS ENERGY CORP. | 2 | 10.6531 | 0.01% |
| 1052098 ALBERTA LTD. | 2 | 10.5926 | 0.01% |
| TALER ENERGY LTD. | 1 | 10.559 | 0.01% |
| RAMOEN MANAGEMENT LTD. | 1 | 10.5307 | 0.01% |
| WESTCOAST GAS SERVICES INC. | 2 | 9.0991 | 0.01% |
| PHILLIPS PETROLEUM RESOURCES LTD. | 5 | 8.9076 | 0.01% |
| THE WISER OIL COMPANY OF CANADA | 1 | 8.7842 | 0.01% |
| PRAIRIE PACIFIC ENERGY CORPORATION | 5 | 8.5895 | 0.01% |
| KINLOCH RESOURCES INC. | 3 | 8.4972 | 0.01% |
| MURPHY CANADA EXPLORATION COMPANY | 3 | 8.3654 | 0.01% |
| TUSK ENERGY (AB PRODUCTION) INC. | 5 | 8.3016 | 0.01% |
| RODEO OIL & GAS CORPORATION | 6 | 8.2692 | 0.01% |
| DOMINION EXPLORATION PARTNERSHIP | 3 | 7.9556 | 0.01% |
| FORTE OIL CORPORATION | 1 | 7.9249 | 0.01% |
| CANADIAN JOREX LIMITED | 4 | 7.7443 | 0.01% |
| ENERPLUS RESOURCES CORPORATION | 3 | 6.31 | 0.01% |
| BURLINGTON RESOURCES CANADA ENERGY LTD. | 1 | 5.9156 | 0.01% |
| B.C. STAR PARTNERS | 2 | 5.741 | 0.01% |
| TAURUS EXPLORATION CANADA LTD. | 2 | 5.6563 | 0.01% |
| PEREGRINE ENERGY LTD. | 1 | 5.6431 | 0.01% |
| WOODS PETROLEUM OF CANADA LTD. | 2 | 5.6324 | 0.01% |
| 551818 BC LTD. | 2 | 5.6107 | 0.01% |

| | | | |
|---|---|---|---|
| HUNT OIL COMPANY | 1 | 5.5238 | 0.01% |
| CRESCENT POINT ENERGY LTD. | 2 | 5.4774 | 0.01% |
| BARNWELL OF CANADA LIMITED | 2 | 5.4393 | 0.01% |
| 1019274 ALBERTA LTD. | 2 | 5.2862 | 0.01% |
| MANCAL ENERGY INC. | 2 | 5.2825 | 0.01% |
| SUTTON ENERGY LTD. | 4 | 5.2812 | 0.01% |
| MORPHEUS ENERGY CORPORATION | 2 | 5.277 | 0.01% |
| PENN WEST EXPLORATION LTD. | 2 | 5.2751 | 0.01% |
| CONOCOPHILLIPS CANADA LIMITED | 2 | 5.2673 | 0.01% |
| KERR-MCGEE CANADA LTD. | 1 | 4.4632 | 0.01% |
| LETSAN OILS LIMITED | 2 | 3.6665 | 0.00% |
| ALSASK ENERGY SERVICES INC. | 2 | 3.5826 | 0.00% |
| DEWPOINT RESOURCES LTD. | 5 | 3.501 | 0.00% |
| BEAR CREEK ENERGY LTD. | 1 | 3.4954 | 0.00% |
| PROVIDENT ACQUISITIONS LTD. | 2 | 3.4589 | 0.00% |
| INTERNATIONAL SOVEREIGN ENERGY CORP. | 4 | 3.2953 | 0.00% |
| NEWALTA CORPORATION | 2 | 3.2401 | 0.00% |
| REID-BICKNELL LAND LTD. | 1 | 2.8661 | 0.00% |
| ASSURE OIL & GAS CORP. | 1 | 2.8407 | 0.00% |
| WAKANDA RESOURCES LIMITED | 2 | 2.8342 | 0.00% |
| PEMOCO EXPLORATION LTD. | 1 | 2.8136 | 0.00% |
| KAISER-FRANCIS OIL COMPANY OF CANADA | 1 | 2.7894 | 0.00% |
| ROYAL TRUST CORPORATION OF CANADA | 1 | 2.6719 | 0.00% |
| DEVLAN EXPLORATION INC. | 1 | 2.6481 | 0.00% |
| HIGH POINT ENERGY CORP. | 1 | 2.6476 | 0.00% |
| KNIGHT PETROLEUM CORPORATION | 3 | 2.645 | 0.00% |
| CANADIAN PROGRESS RESOURCES LIMITED | 1 | 2.6436 | 0.00% |
| RHOC EXPLORATION INC. | 1 | 2.6418 | 0.00% |
| DESMARAIS ENERGY CORPORATION | 1 | 2.6402 | 0.00% |
| POCO PETROLEUMS LTD. | 1 | 2.6401 | 0.00% |
| ARGALI OIL INC. | 1 | 2.6383 | 0.00% |
| CAPCO RESOURCE PROPERTIES LTD. | 1 | 2.6302 | 0.00% |
| NORTHERN ENTERPRISES (CANADA) LTD. | 1 | 2.629 | 0.00% |
| INUVIALUIT PETROLEUM CORPORATION | 1 | 2.6287 | 0.00% |
| J.M. HUBER CORPORATION | 1 | 2.6284 | 0.00% |
| CANADIAN NATURAL RESOURCES | 1 | 2.6129 | 0.00% |
| WESTBOW ENERGY INC. | 3 | 2.3811 | 0.00% |
| CCS INC. | 3 | 1.9827 | 0.00% |
| OLYMPIA ENERGY INC. | 2 | 1.5874 | 0.00% |
| BELLPORT RESOURCES LTD. | 1 | 1.4174 | 0.00% |
| BOUNDARY CREEK RESOURCES LTD. | 2 | 1.4065 | 0.00% |
| TRIQUEST ENERGY CORP. | 2 | 1.3176 | 0.00% |
| GEO-ENERGY VENTURES LIMITED | 1 | 1.3152 | 0.00% |
| N. MCKENZIE & ASSOCIATES LAND LTD. | 1 | 0.7079 | 0.00% |
| NORTHERN EXPLORATIONS INC. | 1 | 0.7058 | 0.00% |
| BARRINGTON PETROLEUM LTD. | 1 | 0.7042 | 0.00% |
| CCS ENERGY SERVICES ( | 1 | 0.699 | 0.00% |
| OREFYN ENERGY ADVISORS CORP. | 1 | 0.6602 | 0.00% |
| 576496 ALBERTA LTD. | 1 | 0.6594 | 0.00% |
| PETROMARK MINERALS LTD. | 1 | 0.6563 | 0.00% |
| **TOTAL** | **18585** | **79390.1528** | 100.00% |

# DEEP BASIN REGION

| LAND HOLDER (SOLE OR MAJORITY) | # of properties | Area (sq. km.) | % of total Land |
|---|---|---|---|
| ENCANA CORPORATION | 35 | 678.3703 | 47.57% |
| BURLINGTON RESOURCES CANADA (HUNTER) LTD | 50 | 304.7565 | 21.37% |
| SCOTT LAND & LEASE LTD. | 8 | 56.8473 | 3.99% |
| BURLINGTON RESOURCES CANADA LTD. | 6 | 40.2759 | 2.82% |
| W. J. QUINN CONSULTING SERVICE | 4 | 39.0307 | 2.74% |
| CANADIAN FOREST OIL LTD. | 1 | 36.2719 | 2.54% |
| WESTERN LAND SERVICES CO. LTD. | 7 | 35.3058 | 2.48% |
| WINDFALL RESOURCES LTD. | 7 | 27.1067 | 1.90% |
| IMPERIAL OIL RESOURCES | 12 | 22.3550 | 1.57% |
| DUVERNAY OIL CORP. | 2 | 20.9724 | 1.47% |
| BP CANADA ENERGY COMPANY | 4 | 17.5856 | 1.23% |
| BG CANADA EXPLORATION AND PRODUCTION | 2 | 17.1457 | 1.20% |
| MAVERICK LAND CONSULTANTS (87) INC. | 4 | 15.2836 | 1.07% |
| SASKATOON ASSETS INC. | 7 | 14.4990 | 1.02% |
| CANADIAN COASTAL RESOURCES LTD. | 3 | 12.9919 | 0.91% |
| ALTERREN LAND SERVICES LTD. | 1 | 11.7641 | 0.82% |
| SEKANI RESOURCES LTD. | 2 | 11.0616 | 0.78% |
| STANDARD LAND COMPANY INC. | 1 | 10.5481 | 0.74% |
| WILD ROSE LAND SERVICES LTD. | 1 | 10.5471 | 0.74% |
| COASTAL RESOURCES LIMITED | 2 | 7.3296 | 0.51% |
| HUSKY OIL OPERATIONS LIMITED | 1 | 7.2133 | 0.51% |
| RESOLUTE ENERGY INC. | 2 | 5.9022 | 0.41% |
| DEVON ARL CORPORATION | 1 | 5.0498 | 0.35% |
| ENCANA OIL & GAS CO. LTD. | 1 | 2.9465 | 0.21% |
| PETROFUND CORP. | 1 | 2.9357 | 0.21% |
| SUNCOR ENERGY INC. | 2 | 2.5943 | 0.18% |
| IMPERIAL OIL RESOURCES LIMITED | 1 | 2.5484 | 0.18% |
| PETRO-CANADA | 1 | 2.5227 | 0.18% |
| MERIDIAN LAND SERVICES (90) LTD. | 2 | 2.4061 | 0.17% |
| SANDSTONE LAND & MINERAL COMPANY LTD. | 1 | 1.9538 | 0.14% |
| TOM BROWN RESOURCES LTD. | 1 | 0.0228 | 0.00% |
| **TOTAL** | 173 | 1426.1444 | 100.00% |

# FORT NELSON / LIARD REGION

| LAND HOLDER (SOLE OR MAJORITY) | # of properties | Area (sq. km.) | % of total Land |
|---|---|---|---|
| ENCANA OIL & GAS CO. LTD. | 617 | 4609.6503 | 17.78% |
| CANADIAN NATURAL RESOURCES LIMITED | 412 | 2056.0526 | 7.93% |
| SCOTT LAND & LEASE LTD. | 214 | 1949.1096 | 7.52% |
| ENCANA CORPORATION | 354 | 1895.4383 | 7.31% |
| SEKANI RESOURCES LTD. | 118 | 1058.2838 | 4.08% |
| ANADARKO CANADA CORPORATION | 77 | 865.8322 | 3.34% |
| CANADIAN COASTAL RESOURCES LTD. | 72 | 843.2308 | 3.25% |
| W. J. QUINN CONSULTING SERVICE | 78 | 800.0161 | 3.09% |
| PETROLAND SERVICES (1986) LTD. | 64 | 793.6155 | 3.06% |
| DEVON CANADA CORPORATION | 77 | 742.7143 | 2.86% |
| HUSKY OIL OPERATIONS LIMITED | 91 | 731.9190 | 2.82% |
| PENN WEST PETROLEUM LTD. | 138 | 686.1569 | 2.65% |
| WINDFALL RESOURCES LTD. | 55 | 682.6742 | 2.63% |
| PETRO-CANADA | 168 | 657.8199 | 2.54% |
| DEVON ARL CORPORATION | 108 | 649.5460 | 2.50% |
| MAVERICK LAND CONSULTANTS (87) INC. | 94 | 642.3248 | 2.48% |
| TOWNSHIP LAND CO. LTD. | 55 | 568.0844 | 2.19% |
| SASKATOON ASSETS INC. | 42 | 497.8076 | 1.92% |
| ALTERREN LAND SERVICES LTD. | 42 | 381.9400 | 1.47% |
| WESTERN LAND SERVICES CO. LTD. | 56 | 341.2827 | 1.32% |
| MERIDIAN LAND SERVICES (90) LTD. | 32 | 323.4454 | 1.25% |
| NEXEN CANADA LTD. | 45 | 315.3760 | 1.22% |
| MERIDIAN LAND SERVICES (84) LTD. | 22 | 251.7769 | 0.97% |
| ISH ENERGY LTD. | 92 | 246.9058 | 0.95% |
| BRITT RESOURCES LTD. | 32 | 222.2353 | 0.86% |
| THUNDER CREEK RESOURCES LTD. | 16 | 184.2256 | 0.71% |
| ENERMARK INC. | 24 | 173.8499 | 0.67% |
| DYNAMIC OIL & GAS INC. | 19 | 168.0356 | 0.65% |
| CONOCOPHILLIPS CANADA RESOURCES CORP. | 7 | 165.2392 | 0.64% |
| CHEVRON CANADA LIMITED | 14 | 153.2026 | 0.59% |
| EXXONMOBIL CANADA ENERGY | 28 | 138.3963 | 0.53% |
| BURLINGTON RESOURCES CANADA LTD. | 33 | 111.9445 | 0.43% |
| TERCERO RESOURCES COMPANY | 25 | 108.6241 | 0.42% |
| TALISMAN ENERGY INC. | 28 | 99.6400 | 0.38% |
| ENCO GAS LTD. | 34 | 95.6630 | 0.37% |
| CANADIAN LANDMASTERS RESOURCE | 29 | 93.5793 | 0.36% |
| CAVALIER LAND LTD. | 17 | 90.8095 | 0.35% |
| PETROFUND CORP. | 23 | 87.5542 | 0.34% |
| WILD ROSE LAND SERVICES LTD. | 11 | 80.6301 | 0.31% |
| ANTELOPE LAND SERVICES LTD. | 6 | 76.2854 | 0.29% |
| PIONEER NATURAL RESOURCES CANADA INC. | 3 | 68.7038 | 0.26% |
| BURLINGTON RESOURCES CANADA (HUNTER) LTD | 6 | 68.6889 | 0.26% |
| ROLAND RESOURCES (87) INC. | 3 | 59.8393 | 0.23% |
| PENGROWTH CORPORATION | 5 | 59.5862 | 0.23% |
| HIGH POINT RESOURCES INC. | 12 | 58.4139 | 0.23% |
| PARAMOUNT RESOURCES LTD. | 7 | 54.6301 | 0.21% |
| ASPECT ENERGY LTD. | 2 | 54.4892 | 0.21% |
| APACHE CANADA LTD. | 21 | 52.5505 | 0.20% |
| PURCELL ENERGY LTD. | 6 | 49.6166 | 0.19% |
| CANPAR HOLDINGS LTD. | 2 | 44.2906 | 0.17% |

| | | | |
|---|---|---|---|
| BENCHMARK LAND & MINERAL COMPANY LTD | 3 | 43.0666 | 0.17% |
| QUESTERRE BEAVER RIVER INC. | 4 | 42.8300 | 0.17% |
| MINERAL CONSULTING SERVICES LTD. | 2 | 39.7188 | 0.15% |
| SANDSTONE LAND & MINERAL COMPANY LTD. | 2 | 37.1702 | 0.14% |
| FOUR WEST LAND CONSULTANTS LTD. | 3 | 36.7555 | 0.14% |
| VIRTUS ENERGY LTD. | 2 | 30.8288 | 0.12% |
| DEVON AOG CORPORATION | 3 | 29.2011 | 0.11% |
| SAMSON CANADA LTD. | 9 | 27.4953 | 0.11% |
| EOG RESOURCES CANADA INC. | 1 | 25.9565 | 0.10% |
| STANDARD LAND COMPANY INC. | 5 | 25.6128 | 0.10% |
| RANGER LAND SERVICES LTD. | 3 | 24.6490 | 0.10% |
| IMPERIAL OIL RESOURCES LIMITED | 2 | 21.5441 | 0.08% |
| DEN-MARA ENTERPRISES LTD. | 4 | 20.9097 | 0.08% |
| RESOLUTE ENERGY INC. | 7 | 19.1916 | 0.07% |
| HUNT OIL COMPANY OF CANADA INC. | 7 | 18.8814 | 0.07% |
| PIONEER LAND SERVICES LTD. | 3 | 18.8370 | 0.07% |
| ENER-QUEST RESOURCES LTD. | 6 | 18.4101 | 0.07% |
| ADVANTAGE OIL & GAS LTD. | 3 | 16.1516 | 0.06% |
| CANADIAN FOREST OIL LTD. | 6 | 16.1429 | 0.06% |
| AMERICAN TRADING AND PRODUCTION | 2 | 14.1733 | 0.05% |
| TERRA ENERGY CORP. | 5 | 13.2702 | 0.05% |
| HARVEST OPERATIONS CORP. | 6 | 11.9056 | 0.05% |
| SIGNALTA RESOURCES LIMITED | 1 | 10.9397 | 0.04% |
| BRISTOL LAND & LEASING LTD. | 4 | 10.7551 | 0.04% |
| ENDLESS ENERGY CORP. | 2 | 10.6531 | 0.04% |
| SUNCOR ENERGY INC. | 1 | 10.6185 | 0.04% |
| BP CANADA ENERGY RESOURCES COMPANY | 2 | 10.5997 | 0.04% |
| RAMOEN MANAGEMENT LTD. | 1 | 10.5307 | 0.04% |
| ACCLAIM ENERGY INC. | 2 | 8.0861 | 0.03% |
| BAYTEX ENERGY LTD. | 3 | 8.0420 | 0.03% |
| ALLIED LAND SERVICES (1978) LTD. | 1 | 8.0091 | 0.03% |
| COMPTON PETROLEUM CORPORATION | 3 | 7.3432 | 0.03% |
| ARC PETROLEUM INC. | 2 | 5.4274 | 0.02% |
| BONAVISTA PETROLEUM LTD. | 1 | 5.3911 | 0.02% |
| HARVARD INTERNATIONAL RESOURCES LTD. | 2 | 5.3427 | 0.02% |
| CONOCOPHILLIPS CANADA LIMITED | 2 | 5.2673 | 0.02% |
| KAISER ENERGY LTD. | 1 | 5.2524 | 0.02% |
| BANCROFT OIL AND GAS LTD. | 2 | 5.2453 | 0.02% |
| ANADARKO CANADA ENERGY CO. | 1 | 5.2222 | 0.02% |
| PHILLIPS PETROLEUM RESOURCES LTD. | 1 | 3.9481 | 0.02% |
| PRIMEWEST ENERGY INC. | 1 | 2.7404 | 0.01% |
| 1023095 ALBERTA LTD. | 1 | 2.6922 | 0.01% |
| PROGRESS ENERGY LTD. | 1 | 2.6891 | 0.01% |
| ROYAL TRUST CORPORATION OF CANADA | 1 | 2.6719 | 0.01% |
| HIGH POINT ENERGY CORP. | 1 | 2.6476 | 0.01% |
| FET GAS PRODUCTION LTD. | 1 | 2.6381 | 0.01% |
| J.M. HUBER CORPORATION | 1 | 2.6284 | 0.01% |
| PENN WEST EXPLORATION LTD. | 1 | 2.6219 | 0.01% |
| CANADIAN NATURAL RESOURCES | 1 | 2.6129 | 0.01% |
| IMPERIAL OIL RESOURCES | 1 | 2.6037 | 0.01% |
| BARNWELL OF CANADA LIMITED | 1 | 2.5985 | 0.01% |
| **TOTAL** | 3667 | 25930.2473 | 100.00% |

# FORT ST. JOHN / DAWSON BORDER REGION

| LAND HOLDER (SOLE OR MAJORITY) | # of properties | Area (sq. km.) | % of total Land |
|---|---|---|---|
| ARC PETROLEUM INC. | 69 | 175.2703 | 8.96% |
| SCOTT LAND & LEASE LTD. | 47 | 130.6879 | 6.68% |
| PETRO-CANADA | 74 | 121.5397 | 6.21% |
| HARVEST OPERATIONS CORP. | 33 | 116.4460 | 5.95% |
| HUSKY OIL OPERATIONS LIMITED | 44 | 84.1709 | 4.30% |
| PROGRESS ENERGY LTD. | 30 | 78.8093 | 4.03% |
| PENN WEST PETROLEUM LTD. | 20 | 66.4531 | 3.40% |
| SAMSON CANADA LTD. | 32 | 61.3960 | 3.14% |
| CANADIAN NATURAL RESOURCES LIMITED | 28 | 60.8172 | 3.11% |
| RUSTUM PETROLEUMS (1993) LIMITED | 11 | 60.4459 | 3.09% |
| TALISMAN ENERGY INC. | 21 | 55.9309 | 2.86% |
| PENGROWTH CORPORATION | 35 | 55.3398 | 2.83% |
| WINDFALL RESOURCES LTD. | 19 | 49.9746 | 2.55% |
| IMPERIAL OIL RESOURCES LIMITED | 26 | 46.2403 | 2.36% |
| W. J. QUINN CONSULTING SERVICE | 15 | 41.9542 | 2.14% |
| DEVON CANADA CORPORATION | 25 | 39.4334 | 2.02% |
| CANADIAN COASTAL RESOURCES LTD. | 12 | 39.3325 | 2.01% |
| BONAVISTA PETROLEUM LTD. | 7 | 36.7581 | 1.88% |
| SASKATOON ASSETS INC. | 6 | 36.5883 | 1.87% |
| DUVERNAY OIL CORP. | 5 | 35.3656 | 1.81% |
| INISFAIL ENERGY LTD. | 18 | 32.9188 | 1.68% |
| KAISER ENERGY LTD. | 8 | 31.8017 | 1.63% |
| CRESCENT POINT RESOURCES LTD. | 9 | 31.7019 | 1.62% |
| COUGAR HYDROCARBONS INC. | 12 | 31.2916 | 1.60% |
| SOUTHPOINT RESOURCES LTD. | 12 | 23.8258 | 1.22% |
| WESTERN LAND SERVICES CO. LTD. | 7 | 23.8038 | 1.22% |
| WILD ROSE LAND SERVICES LTD. | 6 | 21.1371 | 1.08% |
| CANADIAN SUPERIOR ENERGY INC. | 2 | 21.1260 | 1.08% |
| DEVON ARL CORPORATION | 15 | 20.3601 | 1.04% |
| CALAHOO PETROLEUM LTD. | 10 | 18.4927 | 0.95% |
| ACCLAIM ENERGY INC. | 8 | 18.4288 | 0.94% |
| ENERMARK INC. | 8 | 16.4690 | 0.84% |
| NORTHROCK RESOURCES LTD. | 7 | 16.4623 | 0.84% |
| ALTIA ENERGY LTD. | 5 | 15.8337 | 0.81% |
| SANDSTONE LAND & MINERAL COMPANY LTD. | 6 | 15.6257 | 0.80% |
| ANTELOPE LAND SERVICES LTD. | 4 | 13.3199 | 0.68% |
| ENERGY EXPLORER INC. | 5 | 11.8822 | 0.61% |
| CANADIAN LANDMASTERS RESOURCE | 7 | 11.2238 | 0.57% |
| SUNCOR ENERGY INC. | 8 | 10.5885 | 0.54% |
| SEKANI RESOURCES LTD. | 5 | 10.5831 | 0.54% |
| TALER ENERGY LTD. | 1 | 10.5590 | 0.54% |
| PRAIRIE PACIFIC ENERGY CORPORATION | 5 | 8.5895 | 0.44% |
| STARPOINT ENERGY LTD. | 5 | 7.9396 | 0.41% |
| BURLINGTON RESOURCES CANADA (HUNTER) LTD | 2 | 7.9367 | 0.41% |
| FORTE OIL CORPORATION | 1 | 7.9249 | 0.40% |
| CANADIAN FOREST OIL LTD. | 3 | 7.9013 | 0.40% |
| ALTERREN LAND SERVICES LTD. | 4 | 7.7770 | 0.40% |
| VINTAGE PETROLEUM CANADA INC. | 3 | 7.4005 | 0.38% |

| | | | |
|---|---|---|---|
| DOMINION EXPLORATION CANADA LTD. | 3 | 7.0474 | 0.36% |
| APPALOOSA RESOURCES INC. | 3 | 6.7760 | 0.35% |
| EOG RESOURCES CANADA INC. | 2 | 5.2949 | 0.27% |
| PIONEER LAND SERVICES LTD. | 2 | 5.2883 | 0.27% |
| ENCANA CORPORATION | 2 | 5.2873 | 0.27% |
| MANCAL ENERGY INC. | 2 | 5.2825 | 0.27% |
| PETROLAND SERVICES (1986) LTD. | 3 | 5.2648 | 0.27% |
| SUTTON ENERGY LTD. | 2 | 5.1875 | 0.27% |
| MERIDIAN LAND SERVICES (90) LTD. | 6 | 5.0972 | 0.26% |
| ANADARKO CANADA CORPORATION | 3 | 4.4220 | 0.23% |
| STANDARD LAND COMPANY INC. | 2 | 3.9531 | 0.20% |
| BEAR CREEK ENERGY LTD. | 1 | 3.4954 | 0.18% |
| NEWALTA CORPORATION | 2 | 3.2401 | 0.17% |
| DEN-MARA ENTERPRISES LTD. | 1 | 2.6499 | 0.14% |
| HUNT OIL COMPANY OF CANADA INC. | 1 | 2.6461 | 0.14% |
| DESMARAIS ENERGY CORPORATION | 1 | 2.6402 | 0.13% |
| POCO PETROLEUMS LTD. | 1 | 2.6401 | 0.13% |
| ARGALI OIL INC. | 1 | 2.6383 | 0.13% |
| COURAGE ENERGY INC. | 1 | 2.6364 | 0.13% |
| LUKE ENERGY LTD. | 1 | 2.6343 | 0.13% |
| MINERAL CONSULTING SERVICES LTD. | 2 | 2.6329 | 0.13% |
| MERIDIAN LAND SERVICES (84) LTD. | 1 | 2.6294 | 0.13% |
| BRISTOL LAND & LEASING LTD. | 2 | 2.6013 | 0.13% |
| PENGROWTH ACQUISITION CORPORATION | 1 | 2.5873 | 0.13% |
| PETROFUND CORP. | 4 | 2.0879 | 0.11% |
| CCS INC. | 3 | 1.9827 | 0.10% |
| IMPERIAL OIL RESOURCES | 1 | 1.3235 | 0.07% |
| ENCANA OIL & GAS CO. LTD. | 1 | 1.0211 | 0.05% |
| **TOTAL** | 800 | 1956.8469 | 100.00% |

# FORT ST. JOHN NORTH REGION

| LAND HOLDER (SOLE OR MAJORITY) | # of properties | Area (sq. km.) | % of total Land |
|---|---|---|---|
| CANADIAN NATURAL RESOURCES LIMITED | 1640 | 3716.8049 | 13.01% |
| SCOTT LAND & LEASE LTD. | 614 | 2239.5466 | 7.84% |
| DEVON CANADA CORPORATION | 526 | 1665.9325 | 5.83% |
| BURLINGTON RESOURCES CANADA (HUNTER) LTD | 312 | 1231.9897 | 4.31% |
| ANADARKO CANADA CORPORATION | 306 | 1201.5295 | 4.21% |
| PENGROWTH CORPORATION | 421 | 1190.9610 | 4.17% |
| DOMINION EXPLORATION CANADA LTD. | 469 | 1091.1574 | 3.82% |
| SEKANI RESOURCES LTD. | 281 | 891.6563 | 3.12% |
| PETRO-CANADA | 349 | 818.4468 | 2.87% |
| DEVON ARL CORPORATION | 204 | 806.7127 | 2.82% |
| WESTERN LAND SERVICES CO. LTD. | 227 | 732.8628 | 2.57% |
| PIONEER NATURAL RESOURCES CANADA INC. | 198 | 724.8443 | 2.54% |
| ENCANA OIL & GAS CO. LTD. | 84 | 670.4991 | 2.35% |
| CANADIAN COASTAL RESOURCES LTD. | 177 | 657.7080 | 2.30% |
| ENCANA CORPORATION | 114 | 648.7451 | 2.27% |
| WINDFALL RESOURCES LTD. | 213 | 628.5254 | 2.20% |
| MERIDIAN LAND SERVICES (90) LTD. | 180 | 601.9923 | 2.11% |
| SASKATOON ASSETS INC. | 137 | 563.9957 | 1.97% |
| PENN WEST PETROLEUM LTD. | 160 | 444.2772 | 1.56% |
| ALTERREN LAND SERVICES LTD. | 112 | 394.1933 | 1.38% |
| MAVERICK LAND CONSULTANTS (87) INC. | 86 | 378.3022 | 1.32% |
| PETROLAND SERVICES (1986) LTD. | 163 | 333.8413 | 1.17% |
| TALISMAN ENERGY INC. | 132 | 318.7965 | 1.12% |
| PROGRESS ENERGY LTD. | 154 | 303.2573 | 1.06% |
| W. J. QUINN CONSULTING SERVICE | 122 | 284.8006 | 1.00% |
| STANDARD LAND COMPANY INC. | 86 | 275.1891 | 0.96% |
| BURLINGTON RESOURCES CANADA LTD. | 64 | 267.6148 | 0.94% |
| SAMSON CANADA LTD. | 104 | 230.2466 | 0.81% |
| BG CANADA EXPLORATION AND PRODUCTION | 53 | 225.8232 | 0.79% |
| BRITT RESOURCES LTD. | 66 | 210.2674 | 0.74% |
| IMPERIAL OIL RESOURCES | 75 | 209.4808 | 0.73% |
| CONOCOPHILLIPS CANADA RESOURCES CORP. | 48 | 206.9499 | 0.72% |
| MERIDIAN LAND SERVICES (84) LTD. | 30 | 188.1029 | 0.66% |
| WILD ROSE LAND SERVICES LTD. | 65 | 183.8161 | 0.64% |
| DEN-MARA ENTERPRISES LTD. | 99 | 161.7157 | 0.57% |
| IMPACT ENERGY INC. | 48 | 150.8445 | 0.53% |
| HUSKY OIL OPERATIONS LIMITED | 63 | 143.4718 | 0.50% |
| APACHE CANADA LTD. | 54 | 143.1419 | 0.50% |
| CALAHOO PETROLEUM LTD. | 59 | 138.4398 | 0.48% |
| FET GAS PRODUCTION LTD. | 20 | 121.7628 | 0.43% |
| TOWNSHIP LAND CO. LTD. | 34 | 115.4190 | 0.40% |
| SUNCOR ENERGY INC. | 64 | 113.4441 | 0.40% |
| PIONEER LAND SERVICES LTD. | 58 | 112.9164 | 0.40% |
| FOUR WEST LAND CONSULTANTS LTD. | 24 | 111.2558 | 0.39% |
| SHELL CANADA LIMITED | 37 | 102.3458 | 0.36% |
| CANADIAN FOREST OIL LTD. | 53 | 98.5148 | 0.34% |
| FET RESOURCES LTD. | 17 | 96.8342 | 0.34% |
| CALPINE CANADA RESOURCES COMPANY | 37 | 96.7586 | 0.34% |
| HUNT OIL COMPANY OF CANADA INC. | 52 | 93.5949 | 0.33% |
| ADVANTAGE OIL & GAS LTD. | 25 | 93.5156 | 0.33% |
| HAWKER RESOURCES INC. | 32 | 91.9674 | 0.32% |

| | | | |
|---|---|---|---|
| PRIMEWEST ENERGY INC. | 36 | 87.5826 | 0.31% |
| CANADIAN LANDMASTERS RESOURCE | 42 | 87.0144 | 0.30% |
| RESOLUTE ENERGY INC. | 26 | 75.7128 | 0.27% |
| SANDSTONE LAND & MINERAL COMPANY LTD. | 61 | 73.4193 | 0.26% |
| ACCLAIM ENERGY INC. | 25 | 67.5396 | 0.24% |
| UNOCAL CANADA LIMITED | 31 | 67.3243 | 0.24% |
| NEXEN CANADA LTD. | 19 | 64.2943 | 0.23% |
| ENERMARK INC. | 25 | 63.5859 | 0.22% |
| BP CANADA ENERGY COMPANY | 13 | 61.8392 | 0.22% |
| ENCO GAS LTD. | 21 | 60.8366 | 0.21% |
| PENGROWTH ACQUISITION CORPORATION | 10 | 60.4253 | 0.21% |
| SENTRA RESOURCES CORPORATION | 32 | 59.1661 | 0.21% |
| BONAVISTA PETROLEUM LTD. | 19 | 52.4376 | 0.18% |
| COURAGE ENERGY INC. | 23 | 52.3210 | 0.18% |
| BAYTEX ENERGY LTD. | 19 | 49.7050 | 0.17% |
| PETROFUND CORP. | 19 | 47.4184 | 0.17% |
| SIGNALTA RESOURCES LIMITED | 17 | 41.6131 | 0.15% |
| MURPHY OIL COMPANY LTD. | 19 | 34.4280 | 0.12% |
| RUSTUM PETROLEUMS (1993) LIMITED | 5 | 34.2029 | 0.12% |
| CREW ENERGY INC. | 12 | 33.5641 | 0.12% |
| KAISER ENERGY LTD. | 22 | 31.0703 | 0.11% |
| GAUNTLET ENERGY CORPORATION | 17 | 30.6547 | 0.11% |
| ANADARKO CANADA ENERGY CO. | 4 | 29.1250 | 0.10% |
| SOUTHPOINT RESOURCES LTD. | 10 | 25.1259 | 0.09% |
| CANADA SOUTHERN PETROLEUM LTD. | 9 | 25.0667 | 0.09% |
| ANTELOPE LAND SERVICES LTD. | 11 | 23.5199 | 0.08% |
| ALTIA ENERGY LTD. | 8 | 22.7278 | 0.08% |
| NORTHROCK RESOURCES LTD. | 4 | 22.5188 | 0.08% |
| CAVALIER LAND LTD. | 10 | 22.2239 | 0.08% |
| ALLIED LAND SERVICES (1978) LTD. | 2 | 22.0913 | 0.08% |
| 1023095 ALBERTA LTD. | 2 | 20.9928 | 0.07% |
| PURCELL ENERGY LTD. | 5 | 20.8915 | 0.07% |
| SILVERWING ENERGY INC. | 9 | 19.7699 | 0.07% |
| TERRA ENERGY CORP. | 11 | 19.4078 | 0.07% |
| ASPECT ENERGY LTD. | 3 | 19.3489 | 0.07% |
| SUPERMAN RESOURCES INC. | 15 | 19.2837 | 0.07% |
| GENEX ENERGY INC. | 7 | 18.9175 | 0.07% |
| VIRTUS ENERGY LTD. | 7 | 18.5869 | 0.07% |
| ARCHEAN OIL AND GAS LTD. | 6 | 17.7242 | 0.06% |
| PREDATOR EXPLORATION LTD. | 6 | 17.0140 | 0.06% |
| CANADIAN SUPERIOR ENERGY INC. | 3 | 16.8757 | 0.06% |
| BRISTOL LAND & LEASING LTD. | 6 | 16.7251 | 0.06% |
| INISFAIL ENERGY LTD. | 7 | 15.8394 | 0.06% |
| APPALOOSA RESOURCES INC. | 5 | 14.1902 | 0.05% |
| PARAMOUNT RESOURCES LTD. | 11 | 14.0447 | 0.05% |
| MARAUDER RESOURCES WEST COAST INC. | 3 | 14.0322 | 0.05% |
| MILLPORT HYDROCARBONS INC. | 1 | 13.9082 | 0.05% |
| COUGAR HYDROCARBONS INC. | 12 | 13.5830 | 0.05% |
| HARVARD INTERNATIONAL RESOURCES LTD. | 6 | 12.1843 | 0.04% |
| QUARRY OIL & GAS LTD. | 4 | 11.3608 | 0.04% |
| LIGHTNING ENERGY LTD. | 4 | 11.3257 | 0.04% |
| HARVEST OPERATIONS CORP. | 2 | 11.2464 | 0.04% |
| BP CANADA ENERGY RESOURCES COMPANY | 3 | 11.2036 | 0.04% |
| O & G RESOURCE GROUP LTD. | 2 | 11.1103 | 0.04% |
| ARC PETROLEUM INC. | 6 | 10.3807 | 0.04% |

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|---|---|---|---|
| TOM BROWN RESOURCES LTD. | 2 | 9.6971 | 0.03% |
| WESTCOAST GAS SERVICES INC. | 2 | 9.0991 | 0.03% |
| KINLOCH RESOURCES INC. | 3 | 8.4972 | 0.03% |
| MURPHY CANADA EXPLORATION COMPANY | 3 | 8.3654 | 0.03% |
| COASTAL RESOURCES LIMITED | 2 | 8.3020 | 0.03% |
| TUSK ENERGY (AB PRODUCTION) INC. | 5 | 8.3016 | 0.03% |
| THUNDER CREEK RESOURCES LTD. | 3 | 8.2800 | 0.03% |
| VINTAGE PETROLEUM CANADA INC. | 3 | 8.2537 | 0.03% |
| TERCERO RESOURCES COMPANY | 5 | 7.7731 | 0.03% |
| ENERPLUS RESOURCES CORPORATION | 3 | 6.3100 | 0.02% |
| KETCH RESOURCES LTD. | 2 | 5.6807 | 0.02% |
| TAURUS EXPLORATION CANADA LTD. | 2 | 5.6563 | 0.02% |
| PEREGRINE ENERGY LTD. | 1 | 5.6431 | 0.02% |
| WOODS PETROLEUM OF CANADA LTD. | 2 | 5.6324 | 0.02% |
| 551818 BC LTD. | 2 | 5.6107 | 0.02% |
| BANCROFT OIL AND GAS LTD. | 3 | 5.6024 | 0.02% |
| HUNT OIL COMPANY | 1 | 5.5238 | 0.02% |
| COMPTON PETROLEUM CORPORATION | 2 | 5.3097 | 0.02% |
| MORPHEUS ENERGY CORPORATION | 2 | 5.2770 | 0.02% |
| STARPOINT ENERGY LTD. | 3 | 5.2603 | 0.02% |
| 1019274 ALBERTA LTD. | 1 | 5.2324 | 0.02% |
| ROLAND RESOURCES (87) INC. | 2 | 4.9240 | 0.02% |
| ENERGY EXPLORER INC. | 2 | 4.1227 | 0.01% |
| SHININGBANK ENERGY LTD. | 2 | 3.5238 | 0.01% |
| DEWPOINT RESOURCES LTD. | 5 | 3.5010 | 0.01% |
| PROVIDENT ACQUISITIONS LTD. | 2 | 3.4589 | 0.01% |
| CANADIAN JOREX LIMITED | 3 | 3.3448 | 0.01% |
| RODEO OIL & GAS CORPORATION | 4 | 3.3108 | 0.01% |
| BARNWELL OF CANADA LIMITED | 1 | 2.8408 | 0.01% |
| ASSURE OIL & GAS CORP. | 1 | 2.8407 | 0.01% |
| PEMOCO EXPLORATION LTD. | 1 | 2.8136 | 0.01% |
| KAISER-FRANCIS OIL COMPANY OF CANADA | 1 | 2.7894 | 0.01% |
| DEVLAN EXPLORATION INC. | 1 | 2.6481 | 0.01% |
| KNIGHT PETROLEUM CORPORATION | 3 | 2.6450 | 0.01% |
| CANADIAN PROGRESS RESOURCES LIMITED | 1 | 2.6436 | 0.01% |
| RHOC EXPLORATION INC. | 1 | 2.6418 | 0.01% |
| CAPCO RESOURCE PROPERTIES LTD. | 1 | 2.6302 | 0.01% |
| NORTHERN ENTERPRISES (CANADA) LTD. | 1 | 2.6290 | 0.01% |
| INUVIALUIT PETROLEUM CORPORATION | 1 | 2.6287 | 0.01% |
| PHILLIPS PETROLEUM RESOURCES LTD. | 3 | 2.4279 | 0.01% |
| WESTBOW ENERGY INC. | 3 | 2.3811 | 0.01% |
| OLYMPIA ENERGY INC. | 2 | 1.5874 | 0.01% |
| BELLPORT RESOURCES LTD. | 1 | 1.4174 | 0.00% |
| BOUNDARY CREEK RESOURCES LTD. | 2 | 1.4065 | 0.00% |
| TRIQUEST ENERGY CORP. | 2 | 1.3176 | 0.00% |
| GEO-ENERGY VENTURES LIMITED | 1 | 1.3152 | 0.00% |
| N. MCKENZIE & ASSOCIATES LAND LTD. | 1 | 0.7079 | 0.00% |
| NORTHERN EXPLORATIONS INC. | 1 | 0.7058 | 0.00% |
| BARRINGTON PETROLEUM LTD. | 1 | 0.7042 | 0.00% |
| CCS ENERGY SERVICES ( | 1 | 0.6990 | 0.00% |
| OREFYN ENERGY ADVISORS CORP. | 1 | 0.6602 | 0.00% |
| SUTTON ENERGY LTD. | 2 | 0.0937 | 0.00% |
| **TOTAL** | **9571** | **28557.9835** | 100.00% |

# NORTH PEACE / FOOTHILLS REGION

| LAND HOLDER (SOLE OR MAJORITY) | # of properties | Area (sq. km.) | % of total Land |
|---|---|---|---|
| SCOTT LAND & LEASE LTD. | 145 | 736.9879 | 8.02% |
| ANADARKO CANADA CORPORATION | 229 | 733.0086 | 7.98% |
| PETRO-CANADA | 126 | 524.5425 | 5.71% |
| CANADIAN NATURAL RESOURCES LIMITED | 112 | 413.4924 | 4.50% |
| WILD ROSE LAND SERVICES LTD. | 30 | 380.8424 | 4.15% |
| HUSKY OIL OPERATIONS LIMITED | 66 | 369.3637 | 4.02% |
| W. J. QUINN CONSULTING SERVICE | 29 | 329.7685 | 3.59% |
| SHELL CANADA LIMITED | 19 | 291.3279 | 3.17% |
| CANADIAN COASTAL RESOURCES LTD. | 69 | 287.8069 | 3.13% |
| BP CANADA ENERGY COMPANY | 26 | 285.6976 | 3.11% |
| SASKATOON ASSETS INC. | 50 | 285.4893 | 3.11% |
| DEVON CANADA CORPORATION | 60 | 263.3083 | 2.87% |
| SEKANI RESOURCES LTD. | 45 | 261.6990 | 2.85% |
| WINDFALL RESOURCES LTD. | 44 | 242.6661 | 2.64% |
| ENCANA OIL & GAS CO. LTD. | 23 | 212.5637 | 2.31% |
| TALISMAN ENERGY INC. | 72 | 208.7309 | 2.27% |
| DEN-MARA ENTERPRISES LTD. | 14 | 184.7343 | 2.01% |
| DEVON ARL CORPORATION | 22 | 170.5125 | 1.86% |
| CEP INTERNATIONAL PETROLEUM LTD. | 1 | 161.1671 | 1.75% |
| ENCANA CORPORATION | 12 | 158.5910 | 1.73% |
| BRITT RESOURCES LTD. | 17 | 157.9219 | 1.72% |
| VINTAGE PETROLEUM CANADA INC. | 49 | 151.8451 | 1.65% |
| BURLINGTON RESOURCES CANADA (HUNTER) LTD | 48 | 137.2945 | 1.49% |
| SUNCOR ENERGY INC. | 149 | 136.7310 | 1.49% |
| PETROLAND SERVICES (1986) LTD. | 7 | 108.5951 | 1.18% |
| MERIDIAN LAND SERVICES (84) LTD. | 24 | 105.7448 | 1.15% |
| BRISTOL LAND & LEASING LTD. | 7 | 105.3925 | 1.15% |
| PEACE RIVER CORPORATION | 3 | 100.8877 | 1.10% |
| PROGRESS ENERGY LTD. | 45 | 100.6026 | 1.10% |
| MERIDIAN LAND SERVICES (90) LTD. | 12 | 80.7998 | 0.88% |
| CAVALIER LAND LTD. | 8 | 77.4756 | 0.84% |
| ENERMARK INC. | 26 | 76.3463 | 0.83% |
| MAVERICK LAND CONSULTANTS (87) INC. | 15 | 69.9721 | 0.76% |
| PENN WEST PETROLEUM LTD. | 24 | 69.2656 | 0.75% |
| RANGER LAND SERVICES LTD. | 3 | 67.5578 | 0.74% |
| DOMINION EXPLORATION CANADA LTD. | 22 | 65.2911 | 0.71% |
| WESTERN LAND SERVICES CO. LTD. | 15 | 55.7332 | 0.61% |
| ENCO GAS LTD. | 28 | 55.1031 | 0.60% |
| ANTELOPE LAND SERVICES LTD. | 9 | 54.7412 | 0.60% |
| CANADIAN LANDMASTERS RESOURCE | 7 | 54.1210 | 0.59% |
| APPALOOSA RESOURCES INC. | 4 | 52.1379 | 0.57% |
| NEXEN CANADA LTD. | 5 | 48.6933 | 0.53% |
| PENGROWTH CORPORATION | 21 | 45.3431 | 0.49% |
| STANDARD LAND COMPANY INC. | 3 | 44.2528 | 0.48% |
| BURLINGTON RESOURCES CANADA LTD. | 12 | 42.3274 | 0.46% |
| SAMSON CANADA LTD. | 23 | 42.0472 | 0.46% |
| PETROFUND CORP. | 18 | 38.7506 | 0.42% |
| TOWNSHIP LAND CO. LTD. | 5 | 35.5776 | 0.39% |

| | | | |
|---|---|---|---|
| COURAGE ENERGY INC. | 17 | 32.2008 | 0.35% |
| BP CANADA ENERGY RESOURCES COMPANY | 7 | 29.7326 | 0.32% |
| SOO LINE RESOURCE GROUP LTD. THE | 3 | 27.5814 | 0.30% |
| ROSETTA EXPLORATION INC. | 2 | 27.3500 | 0.30% |
| ALTERREN LAND SERVICES LTD. | 6 | 26.6342 | 0.29% |
| VIRTUS ENERGY LTD. | 7 | 21.9226 | 0.24% |
| DYNAMIC OIL & GAS INC. | 5 | 19.8978 | 0.22% |
| STARPOINT ENERGY LTD. | 7 | 19.6128 | 0.21% |
| APACHE CANADA LTD. | 4 | 19.0092 | 0.21% |
| COUGAR HYDROCARBONS INC. | 8 | 17.9261 | 0.20% |
| RESOLUTE ENERGY INC. | 3 | 17.3370 | 0.19% |
| TERRA ENERGY CORP. | 9 | 17.3019 | 0.19% |
| KAISER ENERGY LTD. | 10 | 15.8530 | 0.17% |
| ACANTHUS RESOURCES LTD. | 3 | 15.4170 | 0.17% |
| SENTRA RESOURCES CORPORATION | 2 | 14.1312 | 0.15% |
| FOUR WEST LAND CONSULTANTS LTD. | 4 | 14.0462 | 0.15% |
| IMPERIAL OIL RESOURCES LIMITED | 1 | 13.7782 | 0.15% |
| LUKE ENERGY LTD. | 2 | 13.3223 | 0.15% |
| PURCELL ENERGY LTD. | 3 | 11.6094 | 0.13% |
| GENEX ENERGY INC. | 5 | 11.4938 | 0.13% |
| CHOWADE ENERGY INC. | 4 | 11.3505 | 0.12% |
| DEWINTON OILFIELD TRADING COMPANY INC. | 4 | 11.1608 | 0.12% |
| CALAHOO PETROLEUM LTD. | 4 | 8.1858 | 0.09% |
| BANCROFT OIL AND GAS LTD. | 2 | 8.0771 | 0.09% |
| MINERAL CONSULTING SERVICES LTD. | 3 | 7.9888 | 0.09% |
| B.C. STAR PARTNERS | 2 | 5.7410 | 0.06% |
| KETCH RESOURCES LTD. | 2 | 5.6492 | 0.06% |
| PIONEER LAND SERVICES LTD. | 2 | 5.5050 | 0.06% |
| CANADA SOUTHERN PETROLEUM LTD. | 2 | 5.4009 | 0.06% |
| SOUTHPOINT RESOURCES LTD. | 2 | 5.3615 | 0.06% |
| RODEO OIL & GAS CORPORATION | 2 | 4.9584 | 0.05% |
| LETSAN OILS LIMITED | 2 | 3.6665 | 0.04% |
| ALSASK ENERGY SERVICES INC. | 2 | 3.5826 | 0.04% |
| INTERNATIONAL SOVEREIGN ENERGY CORP. | 4 | 3.2953 | 0.04% |
| REID-BICKNELL LAND LTD. | 1 | 2.8661 | 0.03% |
| WAKANDA RESOURCES LIMITED | 2 | 2.8342 | 0.03% |
| CRESCENT POINT ENERGY LTD. | 1 | 2.8285 | 0.03% |
| ISH ENERGY LTD. | 1 | 2.7951 | 0.03% |
| BONAVISTA PETROLEUM LTD. | 1 | 2.6499 | 0.03% |
| EOG RESOURCES CANADA INC. | 3 | 2.6458 | 0.03% |
| CANADIAN FOREST OIL LTD. | 1 | 2.6413 | 0.03% |
| PHILLIPS PETROLEUM RESOURCES LTD. | 1 | 2.5316 | 0.03% |
| HUNT OIL COMPANY OF CANADA INC. | 1 | 2.2853 | 0.02% |
| SHININGBANK ENERGY LTD. | 3 | 0.7848 | 0.01% |
| ROLAND RESOURCES (87) INC. | 1 | 0.7444 | 0.01% |
| HARVEST OPERATIONS CORP. | 1 | 0.6606 | 0.01% |
| 576496 ALBERTA LTD. | 1 | 0.6594 | 0.01% |
| PETROMARK MINERALS LTD. | 1 | 0.6563 | 0.01% |
| ACCLAIM ENERGY INC. | 2 | 0.1874 | 0.00% |
| 1019274 ALBERTA LTD. | 1 | 0.0538 | 0.00% |
| **TOTAL** | **1970** | **9187** | 100.00% |

# PINE RIVER / FOOTHILLS REGION

| LAND HOLDER (SOLE OR MAJORITY) | # of properties | Area (sq. km.) | % of total Land |
|---|---|---|---|
| BURLINGTON RESOURCES CANADA LTD. | 141 | 687.2011 | 22.37% |
| TALISMAN ENERGY INC. | 209 | 641.6925 | 20.89% |
| IMPERIAL OIL RESOURCES | 67 | 192.3902 | 6.26% |
| SCOTT LAND & LEASE LTD. | 35 | 164.0555 | 5.34% |
| SEKANI RESOURCES LTD. | 33 | 159.6890 | 5.20% |
| W. J. QUINN CONSULTING SERVICE | 20 | 154.1283 | 5.02% |
| WINDFALL RESOURCES LTD. | 11 | 124.3673 | 4.05% |
| KOCH EXPLORATION CANADA CORPORATION | 11 | 99.2630 | 3.23% |
| CANADIAN COASTAL RESOURCES LTD. | 9 | 91.7106 | 2.99% |
| MERIDIAN LAND SERVICES (90) LTD. | 11 | 87.9236 | 2.86% |
| SASKATOON ASSETS INC. | 7 | 79.9834 | 2.60% |
| BP CANADA ENERGY COMPANY | 21 | 78.5789 | 2.56% |
| TOM BROWN RESOURCES LTD. | 4 | 57.2138 | 1.86% |
| IMPERIAL OIL RESOURCES LIMITED | 9 | 55.8594 | 1.82% |
| CANADIAN NATURAL RESOURCES LIMITED | 16 | 53.9320 | 1.76% |
| DOMINION EXPLORATION CANADA LTD. | 20 | 52.5849 | 1.71% |
| DEVON CANADA CORPORATION | 9 | 43.2482 | 1.41% |
| EXXONMOBIL CANADA ENERGY | 2 | 35.7016 | 1.16% |
| SUNCOR ENERGY INC. | 3 | 34.3823 | 1.12% |
| STANDARD LAND COMPANY INC. | 7 | 27.8878 | 0.91% |
| ROLAND RESOURCES (87) INC. | 1 | 23.7406 | 0.77% |
| BG CANADA EXPLORATION AND PRODUCTION | 2 | 23.6705 | 0.77% |
| CAVALIER LAND LTD. | 1 | 20.4806 | 0.67% |
| BP CANADA ENERGY RESOURCES COMPANY | 4 | 18.7709 | 0.61% |
| CANADIAN FOREST OIL LTD. | 1 | 13.9312 | 0.45% |
| WESTERN LAND SERVICES CO. LTD. | 3 | 13.2352 | 0.43% |
| ANTELOPE LAND SERVICES LTD. | 1 | 11.2852 | 0.37% |
| ENCANA CORPORATION | 2 | 10.0274 | 0.33% |
| HUSKY OIL OPERATIONS LIMITED | 3 | 7.3480 | 0.24% |
| PETRO-CANADA | 1 | 2.9436 | 0.10% |
| MAVERICK LAND CONSULTANTS (87) INC. | 2 | 2.3729 | 0.08% |
| DEVON ARL CORPORATION | 1 | 1.3380 | 0.04% |
| ENCANA OIL & GAS CO. LTD. | 1 | 1.2352 | 0.04% |
| **TOTAL** | 668 | 3072.1727 | 100.00% |

# SOUTH BORDER REGION

| LAND HOLDER (SOLE OR MAJORITY) | # of properties | Area (sq. km.) | % of total Land |
|---|---|---|---|
| BURLINGTON RESOURCES CANADA (HUNTER) LTD | 287 | 1211.5806 | 17.31% |
| ENCANA CORPORATION | 133 | 823.4042 | 11.77% |
| BP CANADA ENERGY COMPANY | 108 | 778.9709 | 11.13% |
| ENCANA OIL & GAS CO. LTD. | 68 | 653.2156 | 9.33% |
| SCOTT LAND & LEASE LTD. | 50 | 417.3605 | 5.96% |
| DEVON ARL CORPORATION | 62 | 314.1066 | 4.49% |
| CANADIAN NATURAL RESOURCES LIMITED | 77 | 299.5479 | 4.28% |
| WINDFALL RESOURCES LTD. | 47 | 226.6038 | 3.24% |
| WESTERN LAND SERVICES CO. LTD. | 35 | 226.0005 | 3.23% |
| BG CANADA EXPLORATION AND PRODUCTION | 24 | 146.0711 | 2.09% |
| CANADIAN COASTAL RESOURCES LTD. | 22 | 141.0088 | 2.01% |
| CANADIAN FOREST OIL LTD. | 13 | 127.5444 | 1.82% |
| BP CANADA ENERGY RESOURCES COMPANY | 20 | 124.5524 | 1.78% |
| SASKATOON ASSETS INC. | 16 | 110.6693 | 1.58% |
| MERIDIAN LAND SERVICES (90) LTD. | 15 | 106.8266 | 1.53% |
| BURLINGTON RESOURCES CANADA LTD. | 21 | 105.3014 | 1.50% |
| W. J. QUINN CONSULTING SERVICE | 25 | 102.2206 | 1.46% |
| SEKANI RESOURCES LTD. | 27 | 101.0048 | 1.44% |
| MAVERICK LAND CONSULTANTS (87) INC. | 15 | 93.3941 | 1.33% |
| SUNCOR ENERGY INC. | 22 | 79.6101 | 1.14% |
| EXXONMOBIL CANADA ENERGY | 11 | 78.2670 | 1.12% |
| PETROLAND SERVICES (1986) LTD. | 7 | 74.3326 | 1.06% |
| DEVON CANADA CORPORATION | 10 | 59.2683 | 0.85% |
| ACCLAIM ENERGY INC. | 12 | 53.2396 | 0.76% |
| PIONEER LAND SERVICES LTD. | 5 | 50.7526 | 0.73% |
| ARCHEAN OIL AND GAS LTD. | 15 | 50.2137 | 0.72% |
| WILD ROSE LAND SERVICES LTD. | 7 | 47.7597 | 0.68% |
| STANDARD LAND COMPANY INC. | 6 | 44.5673 | 0.64% |
| TALISMAN ENERGY INC. | 16 | 36.7462 | 0.53% |
| CONOCOPHILLIPS CANADA RESOURCES CORP. | 2 | 29.3215 | 0.42% |
| MERIDIAN LAND SERVICES (84) LTD. | 6 | 26.6879 | 0.38% |
| ALTERREN LAND SERVICES LTD. | 5 | 23.6061 | 0.34% |
| O & G RESOURCE GROUP LTD. | 4 | 20.8618 | 0.30% |
| ENERMARK INC. | 6 | 20.6857 | 0.30% |
| FOUR WEST LAND CONSULTANTS (1995) LTD. | 1 | 18.0582 | 0.26% |
| CHEVRON CANADA LIMITED | 2 | 18.0328 | 0.26% |
| PETRO-CANADA | 1 | 17.9361 | 0.26% |
| MINERAL CONSULTING SERVICES LTD. | 2 | 17.7580 | 0.25% |
| PENGROWTH CORPORATION | 5 | 14.3275 | 0.20% |
| TOM BROWN RESOURCES LTD. | 2 | 13.9083 | 0.20% |
| THUNDER CREEK RESOURCES LTD. | 3 | 8.9694 | 0.13% |
| FOUR WEST LAND CONSULTANTS LTD. | 1 | 8.9064 | 0.13% |
| CAVALIER LAND LTD. | 2 | 8.7910 | 0.13% |
| THE WISER OIL COMPANY OF CANADA | 1 | 8.7842 | 0.13% |
| SANDSTONE LAND & MINERAL COMPANY LTD. | 1 | 6.9073 | 0.10% |
| ANTELOPE LAND SERVICES LTD. | 1 | 6.5356 | 0.09% |
| BRITT RESOURCES LTD. | 2 | 5.9206 | 0.08% |
| BURLINGTON RESOURCES CANADA ENERGY LTD. | 1 | 5.9156 | 0.08% |
| COASTAL RESOURCES LIMITED | 2 | 5.8889 | 0.08% |
| CANADIAN LANDMASTERS RESOURCE | 2 | 5.8849 | 0.08% |
| ARC PETROLEUM INC. | 2 | 5.1651 | 0.07% |
| KERR-MCGEE CANADA LTD. | 1 | 4.4632 | 0.06% |
| CANADIAN JOREX LIMITED | 1 | 4.3995 | 0.06% |
| BRISTOL LAND & LEASING LTD. | 1 | 2.9616 | 0.04% |
| PETROFUND CORP. | 1 | 2.9291 | 0.04% |
| KAISER ENERGY LTD. | 1 | 0.5221 | 0.01% |
| DUVERNAY OIL CORP. | 1 | 0.3043 | 0.00% |
| **TOTAL** | 1236 | 6999 | 100.00% |

# SOUTH PEACE FOOTHILLS REGION

| LAND HOLDER (SOLE OR MAJORITY) | # of properties | Area (sq. km.) | % of total Land |
|---|---|---|---|
| SCOTT LAND & LEASE LTD. | 45 | 233.4106 | 10.32% |
| SEKANI RESOURCES LTD. | 18 | 204.5513 | 9.05% |
| DEVON ARL CORPORATION | 14 | 170.8785 | 7.56% |
| CANADIAN NATURAL RESOURCES LIMITED | 45 | 160.6045 | 7.10% |
| ENCANA OIL & GAS CO. LTD. | 14 | 107.1736 | 4.74% |
| WINDFALL RESOURCES LTD. | 22 | 102.3350 | 4.53% |
| PENGROWTH CORPORATION | 27 | 99.7100 | 4.41% |
| DEVON CANADA CORPORATION | 32 | 89.4739 | 3.96% |
| W. J. QUINN CONSULTING SERVICE | 25 | 88.6085 | 3.92% |
| IMPERIAL OIL RESOURCES LIMITED | 18 | 88.5901 | 3.92% |
| DOMINION EXPLORATION CANADA LTD. | 22 | 81.6513 | 3.61% |
| CANADIAN COASTAL RESOURCES LTD. | 22 | 72.3845 | 3.20% |
| DUVERNAY OIL CORP. | 13 | 70.7556 | 3.13% |
| SASKATOON ASSETS INC. | 14 | 66.4195 | 2.94% |
| BURLINGTON RESOURCES CANADA LTD. | 6 | 58.4331 | 2.58% |
| TALISMAN ENERGY INC. | 19 | 51.1386 | 2.26% |
| SHININGBANK ENERGY LTD. | 14 | 49.3098 | 2.18% |
| ENCANA CORPORATION | 13 | 48.2198 | 2.13% |
| SAMSON CANADA LTD. | 16 | 47.3865 | 2.10% |
| HARVEST OPERATIONS CORP. | 9 | 41.6761 | 1.84% |
| PEACE RIVER CORPORATION | 2 | 34.5639 | 1.53% |
| CANADIAN LANDMASTERS RESOURCE | 12 | 28.3559 | 1.25% |
| MAVERICK LAND CONSULTANTS (87) INC. | 5 | 26.3307 | 1.16% |
| ROSETTA EXPLORATION INC. | 3 | 24.8078 | 1.10% |
| IMPERIAL OIL RESOURCES | 10 | 22.6443 | 1.00% |
| MERIDIAN LAND SERVICES (90) LTD. | 1 | 15.8172 | 0.70% |
| HUSKY OIL OPERATIONS LIMITED | 1 | 15.7885 | 0.70% |
| BP CANADA ENERGY COMPANY | 6 | 15.3600 | 0.68% |
| WILD ROSE LAND SERVICES LTD. | 1 | 13.2794 | 0.59% |
| BP CANADA ENERGY RESOURCES COMPANY | 1 | 11.6458 | 0.51% |
| VINTAGE PETROLEUM CANADA INC. (100) | 5 | 11.0954 | 0.49% |
| 1052098 ALBERTA LTD. | 2 | 10.5926 | 0.47% |
| CRESCENT POINT RESOURCES LTD. | 4 | 10.5898 | 0.47% |
| COURAGE ENERGY INC. | 2 | 7.9560 | 0.35% |
| DOMINION EXPLORATION PARTNERSHIP | 3 | 7.9556 | 0.35% |
| WESTERN LAND SERVICES CO. LTD. | 3 | 7.9246 | 0.35% |
| ALTERREN LAND SERVICES LTD. | 2 | 7.8937 | 0.35% |
| TOWNSHIP LAND CO. LTD. | 3 | 7.7470 | 0.34% |
| CALAHOO PETROLEUM LTD. | 3 | 7.5570 | 0.33% |
| MERIDIAN LAND SERVICES (84) LTD. | 1 | 5.3182 | 0.24% |
| SUNCOR ENERGY INC. | 3 | 5.3026 | 0.23% |
| PETROLAND SERVICES (1986) LTD. | 1 | 5.1578 | 0.23% |
| APACHE CANADA LTD. | 2 | 3.9468 | 0.17% |
| PETRO-CANADA | 2 | 2.7356 | 0.12% |
| PIONEER LAND SERVICES LTD. | 2 | 2.7272 | 0.12% |
| PENN WEST EXPLORATION LTD. | 1 | 2.6532 | 0.12% |
| CRESCENT POINT ENERGY LTD. | 1 | 2.6489 | 0.12% |
| COUGAR HYDROCARBONS INC. | 2 | 2.6487 | 0.12% |

| | | | |
|---|---|---|---|
| ENERMARK INC. | 1 | 2.6460 | 0.12% |
| BURLINGTON RESOURCES CANADA (HUNTER) LTD | 1 | 2.6445 | 0.12% |
| PENN WEST PETROLEUM LTD. | 1 | 1.9847 | 0.09% |
| PETROFUND CORP. | 2 | 0.3710 | 0.02% |
| TERRA ENERGY CORP. | 2 | 0.0143 | 0.00% |
| VINTAGE PETROLEUM CANADA INC. | 1 | 0.0107 | 0.00% |
| **TOTAL** | **500** | **2261.4262** | 100.00% |